



Inside...

| Training |
|------------------------------|
| Continuous Learning 15 |
| Mission Assistance 27 |
| Knowledge Sharing 37 |
| Partnerships 46 |
| Human Capital Initiatives 52 |
| Resources 60 |
| Recognition |

Letter from the President

At DAU, we believe that providing high-quality training to the Defense Acquisition Workforce is the best way to make a positive impact on the warfighter. As Dr. Ashton Carter, under secretary of defense for acquisition, technology, and logistics said, "Quantity is important, but quality is paramount." We keep that thought in the forefront as we develop and deliver learning assets to the workforce. During FY09, we developed a 4-week, resident course for contracting new hires that provides a total immersion into the Federal Acquisition Regulation; we created a highly-praised executive coaching program and expanded leadership training; and we launched a Services Acquisition Mall and developed a Services Acquisition Workshop. And, while we were developing these new learning assets, we also:

- Provided 9.9 million hours of learning across the Performance Learning Model
- Provided 6.4 million hours of training
- Graduated 193,967 students, a 26 percent increase—a record-breaking 154,399 online graduates and 39,568 students in the classroom
- Increased continuous learning modules completions to 494,568
- Provided 577 mission assistance efforts, totaling 492,521 hours—all working with our customers in their workplaces

But the number I am most proud of is the graduation of our one millionth student. This is a huge milestone in acquisition training!





A Decade of Impact on the Acquisition Workforce



Smart Business 20/20, first DAU corporate plan developed

Unified structure created from 15 consortium schools

Corporate university model adopted Case-based instruction introduced Virtual campus launched Communities of Practice

Communities of Practice

Capstone
Job Experience
Level 3
Job Experience
Level 1

Continuous
Learning

AT&L Performance Learning Model (PLM) developed

Program Management Community of Practice launched

Proactive enterprise-wide performance support services introduced

Five regional campuses established to be co-located with the customer PMT 250/352 deployed

engineered

Program Management, Contracting, and Logistics curriculum re-

AT&L Knowledge Sharing System launched



Rapid-Deployment Training initiative established

Mid-Atlantic

Acquisition Community Connection Launched

e-Learning and Technology Center established





Acquisition training provided in areas of conflict around the world

Workforce Development Award established

Program Startup Workshops introduced

DataMart deployed

First Transformation







AWARD WINNERe-Learning Industry Award





Excellence in Distance Learning Programming



Best Overall
Best Virtual
Leader of the Year









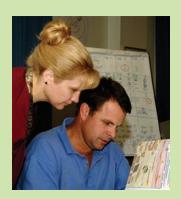




Gold Learning in Practice Award for the PLM
Bronze Learning in Practice Award for Strategic Alignmer
Chief Learning Officer of the Year

| | | | Best Virtual Leader of the Year | | Chief Learning Officer of the Year |
|-------------------------------------|------------------|------------------|------------------------------------|------------------|------------------------------------|
| Graduates | | | | | |
| Classroom Online | 28,859 13,380 | 25,489 21,031 | 24,368 36,117 | 28,192 43,649 | 29,684 58,290 |
| CL modules | | 11 | 33 | 54 | 74 |
| Mission Assistance Events | | | | 417 | 471 |
| Knowledge Sharing | | | | | |
| Communities of Practice ACC Members | | 1 | 4 | 6 4,254 | 9 9,118 |
| Learning Hours | 3.0M | 2.6M | 2.3M | 4.6M | 4.7M |

Contingency contracting support to FEMA for Hurricane Katrina provided Interactive Web-based Defense Acquisition Guidebook developed Online Integrated Framework Chart fielded







Senior Service College Fellowship Program established

SPRDE career field re-engineered

400-level acquisition leadership and management courses developed

Harvard Business School Publishing ManageMentor modules added to CLC

Career management, training, and policy integrated under DAU

New corporate identity developed





Core Plus Certification construct launched

Requirements Management Certification Program developed

Competency management initiative began

Living Library established Webcast program launched





Gaming and simulation implemented in courseware

Web 2.0 technologies incorporated into learning assets

ACQuipedia and Best Practices Clearinghouse launched

Section 852, Defense Acquisition Workforce Development Fund established by Congress

First corporate university on iTunes U



Conclave, an immersive simulation training capability, introduced

Focus on Major Defense Acquisition Program support strengthened

Campus expansion begun

iCatalog fielded

Wilfred Cruz-Camacho, the one millionth graduate, recognized



The Second Transformation

2005



Gold Award for Best Practices for Distance Learning Gold Award for Excellence in Programming

Silver Award for Excellence in Teaching







CUBIC CONCRETE UNIVERSELY BEST IN CLASS

Best Overall
Best Mature
Best Virtual
Leader of the Year







CLO MagazineGold Award for
Innovation

2008



COE Reaffirmation of Accreditation

2009





CLO Magazine Learning Team Award Vanguard Award

| 34,587 75,079 | 35,697 77,582 | 33,191 90,600 | 35,861 118,391 | 39,568 154,399 |
|------------------|------------------|------------------|-------------------|-------------------|
| 98 | 157 | 235 | 248 | 236 |
| 883 | 427 | 383 | 387 | 577 |
| | | | | |
| 10 | 13 | 15 | 15 | 16 |
| 13,935 | 19,983 | 32,901 | 53,942 | 79,065 |
| 5.7M | 6.1M | 6.3M | 7.6M | 10.0M |

At DAU, we strive to find new ways to impact the Defense Acquisition Workforce. Just as a rock thrown into a pond sends ripples across the water to the other shore, DAU's learning assets have an impact across the Defense Acquisition Workforce, helping to improve acquisition outcomes. In 2009, DAU reached students from more than 97 countries, achieved a significant growth in our learning hours, and graduated our one millionth student. By investing in cuttingedge technologies, learners are able to reach DAU's learning assets in the classroom, at work, at home, and on the go. We truly do make an impact.

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The Performance

The Defense Acquisition Workforce is responsible for spending billions of dollars each year on systems, services, and supplies to support the warfighter. The Defense Acquisition Workforce has an even greater need to be a motivated, well-educated, and highly trained workforce.

To ensure a mission-capable workforce, DAU has implemented the AT&L Performance Learning Model (PLM). The elements of the PLM—training courses, continuous learning, mission assistance, and knowledge sharing—give the Defense Acquisition Workforce the right training and tools to positively impact the acquisition outcomes of our defense programs.

Training

The Defense Acquisition Workforce Improvement Act (DAWIA) requires Defense Acquisition Workforce members to be certified for the position they hold. DAU offers training courses for all Defense Acquisition Workforce members in 14 career fields and at three certification levels. Through DAU's Core Certification and Core Plus training courses, the workforce can fulfill the training requirements needed to achieve the certification required by DAWIA. DAU uses innovative approaches to impact all learners and learning styles as they work to complete their certification training. In FY09, there were:

- 6,479,014 hours of training (22 percent increase over FY08)
- 193,967 graduates (26 percent increase over FY08)
- 154,399 online graduates (30 percent increase over FY08)
- 39,568 classroom graduates (10 percent increase over FY08)

Continuous Learning

DAU's Continuous Learning Center (CLC) places cutting-edge learning modules on critical acquisition topics at the fingertips of the Defense Acquisition Workforce whenever and wherever they want. With these modules, DAU is able to deliver the newest initiatives and latest policy changes as well as refresh the workforce's skills. The continuous availability of these modules conveniently and quickly helps the workforce meet their continuous learning requirements and positively impacts job performance. In FY09, there were:

- 236 continuous learning modules (CLMs) available in the online DAU CLC
- 494,568 completions of CLMs (48 percent increase over FY08)
- 1,785,446 contact hours (48 percent increase over FY08)

Learning Model



Performance Learning Model

The Performance Learning Model is a powerful learning strategy used by DAU to make learning assets available for the Defense Acquisition Workforce in the classroom, at work, at home, and on the go.

Mission Assistance

DAU's multi-disciplinary faculty teams with acquisition organizations to help positively influence acquisition outcomes. Mission assistance extends services beyond the classroom and into the workplace. From major defense acquisition programs to smaller acquisition teams, DAU is able to provide advice, consulting support, rapid-deployment training on new initiatives, or training targeted to address the mission needs of acquisition field organizations. Through the mission assistance program, DAU is able to impact acquisition outcomes by helping to solve program and technical issues. In FY09, there were:

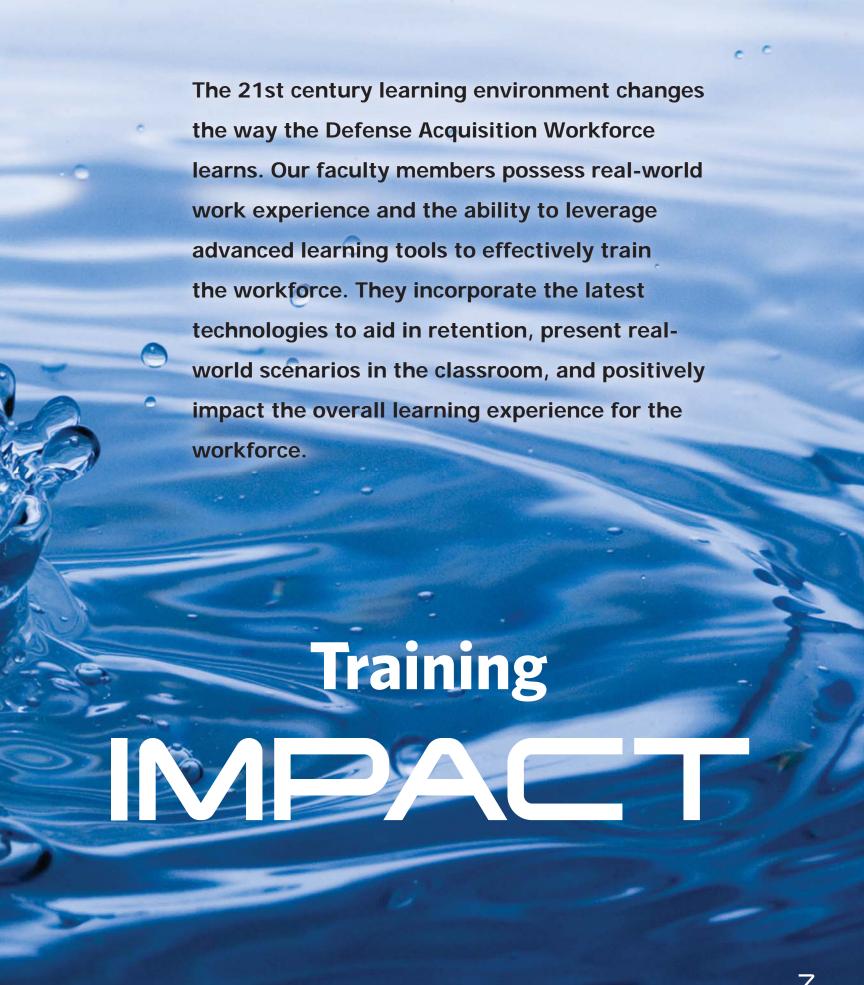
- 577 consulting, targeted training, and rapid-deployment events (49 percent increase over FY08)
- 492,521 consulting, targeted training, and rapid-deployment contact hours (17 percent increase over FY08)

Knowledge Sharing

By combining people and information, ideas are easily shared. DAU has been doing this formally for years through coursework and consulting efforts. But to expand the impact, information and ideas must be shared informally. DAU does this through a variety of knowledge sharing assets. Impacting the Defense Acquisition Workforce outside the classroom through increased access to information enhances job performance and improves acquisition outcomes. In FY09, there were:

- 696,701 contact hours on the Defense Acquisition Portal (DAP)
 (59 percent increase over FY08)
- 540,270 contact hours on the Acquisition Community Connection (ACC) (109 percent increase over FY08)







1,506 course offerings 193,967 graduates



FY09 Training Accomplishments

- Replaced IRM 201 and SAM 201 with case-based course, IRM 202—Intermediate Information Systems Acquisition
- Developed STM 202—Intermediate S&T Management and STM 303—Advanced S&T Management
- Replaced MindRover Simulation with DragonFly in PMT 352—Program Management Office Course
- Completed pilot of LOG 206—Intermediate Systems Sustainment Management
- Converted CON 100—Shaping Smart Business Arrangements from classroom to online
- Developed CON 090—Federal Acquisition Regulation (FAR) Fundamentals, a four-week contracting fundamentals course
- Developed BCF 302—Advanced Concepts in Cost Analysis

Training

PMT 401—Program Manager's Course

DAU's flagship program management course, PMT 401, is a 10-week residence course for senior acquisition practitioners. Selecting the right mix of students for each offering is critical to the learning experience. Due to the advanced, multi-functional curricula, students must be GS-14/0-5 or higher with at least four years of experience in, or in direct support of, a program office. The rigor, length, and intensity of the course place significant demands

on the students as well as the faculty. PMT 401 uses a case-based learning approach augmented by distinguished guest practitioners, mentoring and coaching, Capitol Hill visits, and leadership simulations.



iCatalog

Thousands of students a year come to DAU to take formal training courses. To ensure that students have the most up-to-date information on courses, DAU developed the iCatalog, or interactive catalog.



With the iCatalog, DAU can more effectively support the students by providing timely, accurate, and current information on courses. In the first week of operation, the iCatalog logged over 7,400 hits, and it currently averages more than 1,300 hits each day.

Four-week FAR Fundamentals Course Developed

At the request of the Contracting functional community, DAU developed CON 090— Federal Acquisition Regulation (FAR) Fundamentals. This foundational course for new hires is a 4-week, resident course that provides a total immersion into the Federal Acquisition Regulation (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). CON 090 is a limited lecture, research intensive, exercised-based curriculum. The content includes contracting overview, contract planning, contract formation, contract management, and contract pricing. The course will prepare the 21st century acquisition workforce to operate successfully in a web-enabled environment.



DAU Offers New Science and Technology Courses

DAU has launched new courses for the Systems Planning, Research, Development, and Engineering (SPRDE) Science and Technology (S&T) Manager career field.

The two courses, Intermediate S&T Management (STM 202) and Advanced S&T Management (STM 303) were completely redesigned in 2008 and were successfully implemented into the DAU curriculum in 2009. The new courses will better train S&T managers in program management skills and the effective transition of technologies to an acquisition program or directly to the warfighter in the field.

The New BCF 203

BCF 203, the Intermediate Earned Value Management course, was modified to an 8.5 day format—one day shorter. The revision incorporated lessons on cost and software data reporting requirements, a new tool to assist with schedule analysis, more rigorous exercises in developing tripwire metrics, and updated policy on system surveillance by the Defense Contract Management Agency.

Requirements Management Executive Overview Workshops

During FY09, DAU hosted 24 Requirements
Management Executive Overview workshops for 78
senior DoD leaders. DAU presented a Requirements
Management Executive Overview to Joint
Requirements Oversight Council (JROC) principals
on October 30, 2008. In attendance were Gen.
James Cartwright, vice chairman of the Joint Chiefs
of Staff; Gen. James Amos, assistant commandant
of the Marine Corps; Gen. Peter Chiarelli, Army vice
chief of staff; Gen. William Fraser, Air Force vice
chief of staff; and Vice Adm. Bernard McCullough,
deputy chief of naval operations.

On January 21, 2009, DAU conducted a requirements workshop for Gen. Victor Renuart, commander, North American Aerospace Defense Command and U.S. Northern Command, Peterson AFB, Colo.; and Lt. Gen. Steven Blum, deputy commander, U.S. Northern Command, and vice commander, U.S. Element, North American Aerospace Defense Command. Topics covered included the purpose and intent of the certification program; the role of the requirements manager; "Big A" acquisition; the Joint Capabilities Integration and Development System (JCIDS); the Defense Acquisition Management System; key interactions between requirements and acquisition; and the Planning, Programming, Budgeting, and Execution (PPBE) system.

On March 16, 2009, DAU conducted a workshop for Gen. Norton Schwartz, Air Force chief of staff. Topics covered included the purpose and intent of the certification requirement; the role of the requirements manager; "Big A" acquisition; the JCIDS; the Defense Acquisition Management System; key interactions between requirements and acquisition functions (science and technology, system engineering, test and evaluation, and logistics); and the PPBE System.

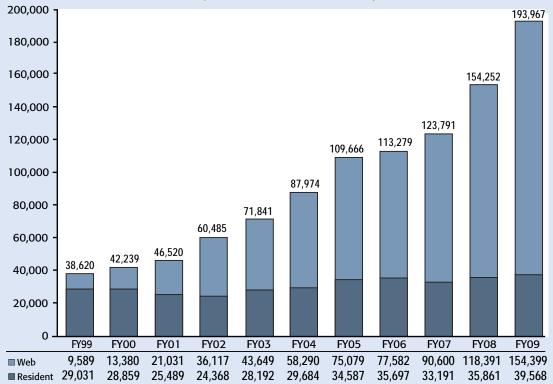
DAU's One Millionth Graduate

Wilfred Cruz-Camacho, team leader for the Munitions Team at the Armament Research, Development, and Engineering Center, Picatinny, New Jersey, completed PMT 250—Program Management Tools, in 2009, making him the one millionth graduate of a DAU certification course since 2000. DAU and the Alumni Association recognized Mr. Cruz-Camacho in a special ceremony.





DAU Graduates (Resident and Web-based)



Training Courses

| Acquisition | | Contracting | |
|--------------------|--|-----------------|---|
| ACQ 10 | 1 Fundamentals of Systems Acquisition | CON 100 | Shaping Smart Business Arrangements* |
| | Management* | CON 110 | Mission Support Planning* |
| ACQ 20 | | CON 111 | Mission Planning Execution* |
| ACQ 20 | | CON 112 | Mission Performance Assessment* |
| ACQ 26 | • | CON 120 | Mission-Focused Contracting |
| ACQ 40 | ' | CON 214 | Business Decisions for Contracting* |
| ACQ 40 | | CON 215 | Intermediate Contracting for Mission Support |
| A C O 40 | Workshop | CON 216 | Legal Considerations in Contracting* |
| ACQ 40 | 4 Systems Acquisition Management Course for General/Flag Officers | CON 217 | Cost Analysis and Negotiation Techniques |
| ACQ 40 | ~ | CON 218 | Advanced Contracting for Mission Support |
| ACQ 45 | | CON 232 | Overhead Management of Defense Contracts |
| ACQ 45 | | CON 234 | Contingency Contracting |
| ACQ 45 | · · | CON 235 | Advanced Contract Pricing |
| | 2 Torging Stational Molationships | CON 236 | Contractual Aspects of Value Engineering* |
| Auditing | | CON 237 | Simplified Acquisition Procedures* |
| AUD 113 | | CON 243 | Architect-Engineer Contracting |
| AUD 13: | <u> </u> | CON 244 | Construction Contracting |
| | 20 Statistical Sampling | CON 250 | Fundamentals of Cost Accounting Standards—Part I |
| Financial M | Cost Estimating, and anagement | CON 251 | Fundamentals of Cost Accounting Standards—Part II |
| BCF 102 | 2 Fundamentals of Earned Value Management* | CON 260A | The Small Business Program, Part A* |
| BCF 103 | | | The Small Business Program, Part B |
| DOE 104 | Management* | CON 353 | Advanced Business Solutions for |
| BCF 106 | , | | Mission Support |
| BCF 107 | 11 | Facilities Engi | neering |
| BCF 203 | 3 | FE 201 | Intermediate Facilities Engineering* |
| BCF 204 | , | | The module rue miles Engineering |
| BCF 205 | ŭ . | Grants | |
| BCF 206 | | GRT 201 | Grants and Agreements Management |
| BCF 207 BCF 208 | • | Industrial/Con | tract Property Management |
| BCF 200 | 3 | IND 100 | Contract Property Administration and Disposition Fundamentals |
| BCF 211 | Major Automated Information Systems (MAIS) | IND 103 | Contract Property Systems Analysis Fundamentals* |
| BCF 215 | 5 Operating and Support Cost Analysis | IND 200 | Intermediate Contract Property Administration and Disposition |
| BCF 262 | 2 Earned Value Management System (EVMS) Validation and Surveillance | lf | · |
| BCF 263 | | | ystems Acquisition |
| BCF 301 | 1 | IRM 101 | Basic Information Systems Acquisition* |
| DCI 30 | Management Workshop | IRM 201 | Intermediate Information Systems Acquisition |
| | | IRM 304 | Advanced Information Systems Acquisition |

| Law | | |
|-------|---------|-------------------------------------|
| | LAW 801 | Acquisition Law |
| Logis | stics | |
| | LOG 101 | Acquisition Logistics Fundamentals* |
| | LOG 102 | Systems Sustainment Management |

Systems Sustainment Management Fundamentals* LOG 200 Intermediate Acquisition Logistics, Part A* Intermediate Acquisition Logistics, Part B LOG 201 Reliability and Maintainability* LOG 203 LOG 204 Configuration Management* Supportability Manager Tools LOG 210 Performance-Based Logistics, Part A* LOG 235 LOG 236 Performance-Based Logistics, Part B LOG 350 Enterprise Life Cycle Logistics

Production, Quality, and Manufacturing
POM 101 Production Quality and Manufact

Management

| PQM 101 | Fundamentals* |
|----------|---|
| PQM 103 | Defense Specification Management |
| PQM 104 | Specification Selection and Application |
| PQM 201A | Intermediate Production, Quality, and Manufacturing, Part A* |
| PQM 201B | Intermediate Production, Quality, and Manufacturing, Part B |
| PQM 202 | Commercial and Nondevelopmental Item Acquisition* |
| PQM 203 | Preparation of Commercial Item Description for Engineering and Technical Personnel* |
| PQM 301 | Advanced Production, Quality, and Manufacturing |

Program Management

| i ai i i iviai ic | iyement |
|-------------------|--|
| PMT 202 | Multinational Program Management |
| PMT 203 | International Security and Technology Transfer/Control |
| PMT 250 | Program Management Tools* |
| PMT 304 | Advanced International Management Workshop |
| PMT 352A | Program Management Office Course, Part A* |
| PMT 352B | Program Management Office Course, Part B |
| PMT 401 | Program Manager's Course |
| PMT 402 | Executive Program Manager's Course |
| PMT 403 | Program Manager's Skills |

Requirements Management

| RQM 110 | Core Concepts for Requirements |
|---------|-----------------------------------|
| | Management* |
| RQM 403 | Requirements Management Executive |
| | Överview |

Software Acquisition

| Basic Software Acquisition Management* |
|--|
| Intermediate Software Acquisition |
| Management |
| Advanced Software Acquisition |
| Management |
| |

Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

| STM 202 | Intermediate S&T Management |
|---------|-----------------------------|
| STM 303 | Advanced S&T Management |

Systems Planning, Research, Development, and Engineering—Systems Engineering

| 212 10 | J. | |
|---------|---|--|
| | Research, Development, and | |
| | Engineering* | |
| SYS 202 | Intermediate Systems Planning, Rese Development, and Engineering, Pa | |
| SYS 20 | Intermediate Systems Planning, Rese Development, and Engineering, Pa | |
| SYS 30: | Technical Leadership in Systems Engineering | |

Test and Evaluation

| TST 102 | Fundamentals of Test and Evaluation |
|---------|-------------------------------------|
| TST 203 | Intermediate Test and Evaluation |
| TST 302 | Advanced Test and Evaluation |

^{*} Indicated course is Distance Learning. All other courses are Resident.



Our Continuous Learning Center (CLC) impacts job performance by providing instant access to continuous learning modules on a wide variety of acquisition topics. The CLC is able to deliver the newest initiatives and latest policy changes as well as refresh the workforce skills. Available day and night, home and overseas, the CLC conveniently and quickly helps the workforce meet their continuous learning requirements and improve acquisition outcomes.

Continuous Learning MACTION CONTINUOUS Learning



236 continuous learning modules

27 new modules added

494,568 completions

1,785,446 content hours delivered



FY09 Continuous Learning Accomplishments

- Provided 27 new continuous learning modules, including:
 - Forecasting Techniques (CLB 026)
 - Testing in a Joint Environment (CLE 029)
 - Life Cycle Logistics for the Rest of Us (CLL 004)
 - Environmental Issues in Testing and Evaluation (CLE 039)
 - IUID Marking (CLE 040)
 - Introduction to DoD Science and Technology Management (CLE 045)
 - Purchase Card Online System (CLG 005)
 - Six new Harvard Business School modules
- Updated six modules, including:
 - Performance Measurement Baseline (CLB 017)
 - Program Manager Introduction to Anti-Tamper (CLE 022)
 - Joint Logistics (CLL 016)
 - Contract Source Selection (CLC 007)

Continuous Learning

Purchase Card Online System (PCOLS) (CLG 005)

The purchase card online module was created to provide comprehensive, role-based PCOLS training to meet the USD(AT&L) requirement of deploying PCOLS DoD-wide by January 4, 2010. This module benefits DoD purchase card professionals in both the acquisition and financial communities.

Capabilities-Based Planning Module (CLM 041) Updated

During FY09, DAU updated the Capabilities-Based Planning module. The revised module provides an overview of the DoD guidance and policies supporting capabilities-based planning; and explains the processes, roles and responsibilities, and challenges involved in implementing capabilities-based planning to respond to emerging threats to national security. The module contains interactive features and periodic review questions and interactions, collectively referred to as knowledge reviews.



DAU Updates CLC 007

DAU has deployed an updated Contract Source Selection (CLC 007) module to the CLC. Based on the USD(AT&L) memo, "Improving Communication During Competitive Source Selections," DAU developed a module that will equip DoD contracting officers and program managers with greater knowledge and skills for developing better source selection plans and managing the source selection process in a fair and equitable manner. A major goal of the module update effort was to create open and ongoing dialog between government representatives and offerors. The updated version was reviewed and vetted by stakeholders and was assigned three continuous learning points, reflecting a more robust CLM than the previous version.



Continuous Learning

Testing in a Joint Environment (CLE 029)

The goal of this module is to help DoD acquisition and test and evaluation professionals become familiar with the basic principles and practices related to testing in a joint environment. It is intended that learners will be able to: recognize the need for testing in a joint environment; identify the key DoD-level concepts that support testing in a joint environment; describe a generalized methodology for testing in a joint environment; describe a generalized measures framework; and recognize features of the Joint Mission Environment Test Capability.

Competition Requirements for DoD Acquisition (CLC 055)

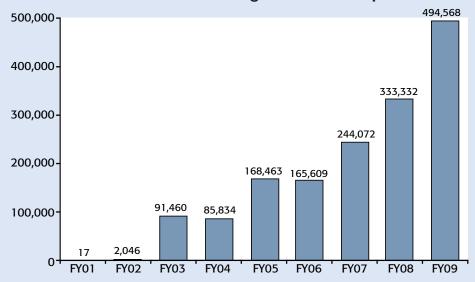
This module is structured to emphasize key concepts for promoting competition, and it is appropriate for all personnel involved in the requirements and acquisition process. Competition is the cornerstone of the acquisition process. This training addresses responsibilities, policies, and procedures critical for ensuring that DoD funds are properly spent to obtain the right equipment, supplies, and services at the right price and on time. Maximizing competition is vital for delivering value to the warfighter and the American taxpayer.

Procurement Fraud Indicators (CLM 049)

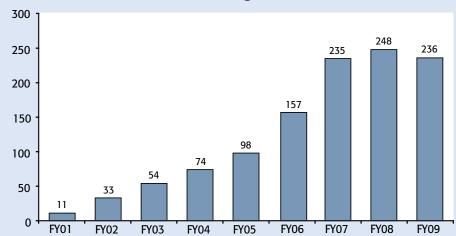
DAU developed the Procurement Fraud Indicators module, incorporating a gaming scenario to enhance learning. The goal of this module is to provide an awareness of procurement fraud indicators. It was developed as a result of a department-wide review of vulnerabilities to fraud, waste, and abuse in contracting integrity, as directed by Congress. The module is intended for those responsible for the acquisition actions within the Department of Defense (DoD) community.



Continuous Learning Modules Completed



Continuous Learning Modules Offered



Continuous Learning Contact Hours



Continuous Learning Modules

| Business Mod | dules | CLC 030 | Essentials of Interagency Acquisitions/Fair |
|---------------|---|--------------------|--|
| CLB 007 | Cost Analysis | 01.0.004 | Opportunity |
| CLB 008 | Program Execution | CLC 031 | Reverse Auctioning |
| CLB 009 | Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits | CLC 033 | Contract Format and Structure for the DoD e-Business Environment |
| CLB 010 | Congressional Enactment | CLC 034 | Provisional Award Fee |
| CLB 011 | Budget Policy | CLC 035 | Other Transaction Authority (OTA) for |
| CLB 014 | Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR | CLC 036 | Prototype Projects: Comprehensive Coverage Other Transaction Authority for Prototype Projects Overview |
| CLB 016 | Introduction to Earned Value Management | CLC 037 | A-76 Competitive Sourcing Overview |
| CLB 017 | Performance Measurement Baseline | CLC 037 | Contingency Contracting Simulation: Barda Bridge |
| CLB 018 | Earned Value and Financial Management | CLC 039 | Predictive Analysis and Scheduling |
| | Reports | CLC 040 CLC 041 | Predictive Analysis and Systems Engineering |
| CLB 019 | Estimate at Completion | CLC 041 | Predictive Analysis and Quality Assurance |
| CLB 020 | Baseline Maintenance | CLC 042 CLC 043 | Defense Priorities and Allocations System (DPAS) |
| CLB 023 | Software Cost Estimating | CLC 043 | Alternative Dispute Resolution |
| CLB 024 | Cost Risk Analysis Introduction | CLC 044 CLC 045 | • |
| CLB 026 | Forecasting Techniques* | CLC 043 CLC 046 | Partnering Green Procurement |
| Contracting M | lodules | CLC 040 CLC 047 | Contract Negotiation Techniques |
| CLC 001 | Defense Subcontract Management | CLC 047 | Contracting with Canada |
| CLC 003 | Sealed Bidding | CLC 050 | Government Property* |
| CLC 004 | Market Research | CLC 051 | Electronic Subcontracting Reporting System (eSRS) |
| CLC 005 | Simplified Acquisition Procedures | CLC 054 | Competition Requirements for DoD Acquisition* |
| CLC 006 | Contract Terminations | CLC 053 | Time and Materials Contracts |
| CLC 007 | Contract Source Selection | CLC 102 | Administration of Other Transactions |
| CLC 008 | Indirect Costs | CLC 102 | Facilities Capital Cost of Money |
| CLC 009 | Service-Disabled Veteran-Owned Small | CLC 103 | Analyzing Profit or Fee |
| | Business Program | CLC 104 | DCMA Intern Training |
| CLC 011 | Contracting for the Rest of Us | CLC 103 | Contracting Officer's Representative (COR) |
| CLC 012 | Contracting Officer's Representative (COR) Overview (HCAA) | | with a Mission Focus |
| CLC 013 | Performance-Based Services Acquisition | CLC 107 | OPSEC Contract Requirements |
| CLC 018 | Contractual Incentives | CLC 108 | Strategic Sourcing Overview |
| CLC 019 | Leveraging DCMA for Program Success | CLC 110 | Spend Analysis Strategies |
| CLC 020 | Commercial Item Determination | CLC 112 | Contractors Accompanying the Force |
| CLC 022 | Profit Policy Revisions | CLC 113 | Procedures, Guidance, and Information (PGI) |
| CLC 023 | Commercial Item Determination: Executive | CLC 114 | Contingency Contracting Officer Refresher |
| | Overview | CLC 120 | Utilities Privatization Contract Administration |
| CLC 024 | Basic Math Tutorial | CLC 125 | Berry Amendment |
| CLC 026 | Performance-Based Payments Overview | CLC 131 | Commercial Item Pricing |
| CLC 027 | Buy American Act | CLC 132 | Organizational Conflicts of Interest |
| CLC 028 | Past Performance Information | CLC 133 | Contract Payment Instructions |

| Engineering a | and Technology Modules | CLE 044 | Intra-Governmental Transactions* |
|--------------------|---|--------------------------|--|
| CLE 001 | Value Engineering | CLE 045 | Introduction to DoD Science and Technology |
| CLE 003 | Technical Reviews | CL F 201 | Management* |
| CLE 004 | Introduction to Lean Enterprise Concepts | CLE 201 | ISO 9000:2000 |
| CLE 006 | Enterprise Integration Overview | CLE 301 | Reliability and Maintainability |
| CLE 007 | Lean Six Sigma for Manufacturing | Government | Purchase Card Modules |
| CLE 008 | Six Sigma: Concepts and Processes | CLG 001 | DoD Government Purchase Card |
| CLE 009 | System Safety in Systems Engineering | CLG 003 | Defense Threat Reduction Agency (DTRA) |
| CLE 010 | Privacy Protection | | Government Purchase Card |
| CLE 011 | Modeling and Simulation for Systems Engineering | CLG 004 | DoD Government Purchase Card Refresher Training |
| CLE 012 | Naval Open Architecture | CLG 005 | Purchase Card Online System (PCOLS)* |
| CLE 013 | Modular Open Systems Approach to DoD Acquisition | International CLI 001 | Modules International Armaments Cooperation (IAC), |
| CLE 015 | Continuous Process Improvement Familiarization | | Part 1 |
| CLE 016 | Outcome-Based Performance Measures | CLI 002 | International Armaments Cooperation (IAC), Part 2 |
| CLE 017 | Technical Planning | CLI 003 | International Armaments Cooperation (IAC), |
| CLE 018 | E3 and Spectrum Supportability for Acquisition Professionals | | Part 3 |
| CLE 020 | Enterprise Architecture | CLI 004 | Information Exchange Program (IEP), DoD-Generic RDT&E |
| CLE 021 | Technology Readiness Assessment | CLI 005 | Information Exchange Program (IEP), |
| CLE 022 | Program Manager Introduction to | | Army-Specific RDT&E |
| | Anti-Tamper | CLI 006 | Information Exchange Program (IEP), |
| CLE 023 | Modeling and Simulation for Test and | | Navy-Specific RDT&E |
| OLE 025 | Evaluation | Logistics Mod | dules |
| CLE 025 | Information Assurance (IA) for Acquisition Professionals | CLL 002 | Defense Logistics Agency Support to the Program Manager |
| CLE 026 | Trade Studies | CLL 004 | Logistics for the Rest of Us* |
| CLE 028 | Market Research for Engineering and | CLL 006 | Depot Maintenance Partnering |
| CL F 020 | Technical Personnel | CLL 008 | Designing for Supportability in DoD Systems |
| CLE 029 CLE 031 | Testing in a Joint Environment* | CLL 011 | Performance-Based Logistics |
| CLE 031 | Research, Development, and Engineering Command (RDECOM) | CLL 013 | DoD Packaging |
| CLE 035 | DTEPI Introduction to Probability and Statistics | CLL 014 | Joint Systems Integrated Support Strategies |
| CLE 036 | Engineering Change Proposals for Engineers | | (JSISS) |
| CLE 037 | Telemetry | CLL 015 | Business Case Analysis |
| CLE 038 | Time Space-Position Information* | CLL 016 | Joint Logistics |
| CLE 039 | Environmental Issues in Testing and Evaluation* | CLL 017 | Introduction to Defense Distribution |
| CLE 040 | IUID Marking* | CLL 019 | Technology Refreshment Planning |
| CLE 041 | Software Reuse* | CLL 020 | Independent Logistics Assessments |
| CLE 043 | Online Representations and Certifications | CLL 022 | Title 10 Depot Maintenance Statute Overview |
| 322 0 10 | Application (ORCA)* | CLL 023 | Title 10 USC 2464 Core Statute |

Continuous Learning Modules

| Logistics | Modulos | (continued) |
|-----------|-----------|-------------|
| Lugistics | MOUUICS (| (Continued) |

| CLL 024 | Title 10 Limitations on the Performance of | CLM 030 | Common Supplier Engagement |
|-------------|--|---------|---|
| CLL ODE | Depot-Level Maintenance (50/50) | CLM 031 | Improved Statement of Work |
| CLL 025 | Depot Maintenance Interservice Support | CLM 032 | Evolutionary Acquisition |
| 011.007 | Agreements (DMISA) | CLM 033 | DAWIA II |
| CLL 026 | Depot Maintenance Capacity Measurement | CLM 034 | Science and Technology—Lesson from |
| CLL 029 | Condition-Based Maintenance Plus* | | PMT 352A |
| CLL 030 | Reliability-Centered Maintenance | CLM 035 | Environmental Safety and Occupational |
| CLL 034 | SLAMIS (SSN-LIN Automated Management | | Health—Lesson from PMT 352A |
| | and Integrating System) | CLM 036 | Technology Transfer and |
| CLL 119 | Technical Refreshment Implementation | | Export Control Fundamentals |
| CLL 201 | Diminishing Manufacturing Sources and | CLM 037 | Physical Inventories |
| | Material Shortages (DMSMS) | CLM 038 | Corrosion Prevention and Control Overview |
| | Fundamentals | CLM 039 | Foundations of Government Property |
| CLL 202 | Diminishing Manufacturing Sources and | CLM 040 | Proper Financial Accounting Treatments for |
| | Material Shortages (DMSMS) Executive | | Military Equipment |
| | Overview | CLM 041 | Capabilities-Based Planning |
| CLL 203 | Diminishing Manufacturing Sources and | CLM 044 | Radio Frequency Identification |
| | Material Shortages (DMSMS) Essentials | CLM 047 | Fiscal and Physical Accountability and |
| CLL 204 | Diminishing Manufacturing Sources and | | Management of DoD Equipment |
| | Material Shortages (DMSMS) Case Studies | CLM 048 | Audit Readiness Requirements for DoD Equipment* |
| CLL 20E | | CLM 049 | Procurement Fraud Indicators* |
| CLL 205 | Diminishing Manufacturing Sources and Material Shortages for Technical | CLM 101 | Analysis of Alternatives |
| | Professionals | | (AoA)(USAF Process) |
| CLL 206 | Parts Management Executive Overview | CLM 103 | Quality Assurance Auditing |
| auicition N | · · | CLM 200 | Item-Unique Identification (IUID) |
| • | Management and Program | CLM 500 | ADL Implementation for Defense Acquisition |

Acquisition Management and Program Management Modules

| _ | |
|---------|--|
| CLM 003 | Ethics Training for the AT&L Workforce |
| CLM 012 | Scheduling |
| CLM 013 | Work-Breakdown Structure (WBS) |
| CLM 014 | IPT Management and Leadership |
| CLM 016 | Cost Estimating |
| CLM 017 | Risk Management |
| CLM 021 | Introduction to Reducing Total |
| | Ownership Costs (R-TOC) |
| CLM 023 | Javits-Wagner-O'Day (JWOD) Tutorial |
| CLM 024 | Contracting Overview |
| CLM 025 | Commercial Off-the-Shelf (COTS) |
| | Acquisition for Program Managers |
| CLM 028 | Space Acquisition |
| CLM 029 | Net-Ready Key Performance Parameter |
| | (NR-KPP) |

Standard Procurement System (SPS) Modules

Professionals

| SPS 100 | SPS and Federal Procurement Data |
|---------|----------------------------------|
| | System-Next Generation (FPDS-NG) |
| | System Administrator |
| SPS 101 | SPS and FPDS-NG User |
| SPS 102 | Contracts for Production* |
| SPS 103 | SPS System Administration* |
| SPS 104 | Report Writing* |
| SPS 105 | Adapter Online Support Tool* |
| SPS 106 | Database Maintenance* |
| | |

Harvard Business School Publishing ManageMentor® CL Modules

Business Essentials Modules

| HBS 104 Lea | ading and | d Motivating |
|-------------|-----------|--------------|
|-------------|-----------|--------------|

HBS 201 Budgeting

HBS 202 Business Case Development

HBS 203 Business Plan Development

HBS 204 Customer Focus

HBS 205 Decision Making

HBS 207 Finance Essentials

HBS 209 Marketing Essentials

HBS 210 Process Improvement

HBS 211 Project Management

HBS 213 Change Management

HBS 214 Crisis Management

HBS 216 Innovation Implementation

HBS 218 Strategy Execution

HBS 221 Negotiating

HBS 225 Performance Measurement

HBS 226 Innovation and Creativity

HBS 227 Strategic Thinking

HBS 228 Leading and Motivating

Communication Skills Modules

HBS 222 Persuading Others

HBS 223 Presentation Skills

HBS 224 Writing Skills

Personal Development Modules

HBS 212 Time Management

HBS 236 Career Management

HBS 237 New Manager Transitions

HBS 238 Stress Management

Working with Teams Modules

HBS 220 Meeting Management

HBS 229 Team Leadership

HBS 239 Team Management

HBS 240 Virtual Teams

HBS 303 Leading Teams with Emotional Intelligence*

HBS 306 Leading Teams with Emotional Intelligence

(High Bandwidth)*

Working with Individuals Modules

HBS 127 Assessing Performance

HBS 128 Coaching

HBS 131 Giving and Receiving Feedback

HBS 137 Setting Goals

HBS 206 Diversity

HBS 208 Managing Upward

HBS 215 Dismissing an Employee

HBS 217 Laying Off Employees

HBS 219 Difficult Interactions

HBS 230 Coaching

HBS 231 Delegating

HBS 232 Developing Employees

HBS 233 Feedback Essentials

HBS 234 Goal Setting

HBS 235 Performance Appraisal

HBS 241 Hiring

HBS 242 Retaining Employees

HBS 301 Managing Difficult Conversations*

HBS 302 Negotiating for Results*

HBS 304 Managing Difficult Conversations

(High Bandwidth)*

HBS 305 Negotiating for Results (High Bandwidth)*

Continuous Learning

Conferences

DAU's state-of-the art facilities make it not only a natural place for classroom learning but also a location for hosting learning events. In FY09, DAU hosted several conferences and workshops at its headquarters and regional campuses as well as having the senior leadership, faculty, and staff speak at many other nationally hosted conferences. In addition, several organizations came to DAU to benchmark our best practices as a way to share information and impact learning.

DAU Presented at:

- American Society of Military Comptrollers Professional Development Institute (ASMC PDI)
- International Integrated Program Management Conference
- National Historically Black Colleges and Universities (HBCU) Week Conference
- · Naval Center for Cost Analysis Conference
- National Contract Management Agency (NCMA) World Congress

ASMC PDI Conference

Several members of DAU presented workshops at the ASMC Professional Development Institute Conference in San Antonio, Texas, from May 27 to 29, 2009:

- Budget Execution—Bill Fast
- Earned Value and the Acquisition Program— Roberta Tomasini
- Financial Implications of Contracting for Acquisition Programs—Robert Gustavus
- Programming and Budgeting Policies for Acquisition Programs—Gerald Land
- Responsible Fiscal Management in Acquisition Programs—Bill Fast
- Mastering the Requirements Roadmap to Deliver Greater Performance for Your Service Requirements—David Kennedy
- What Do You Mean My Indirect Rates Are Going Up? Implications of a Contractor's Indirect Rate Increasing—Robert Gustavus
- Educational Opportunities in DoD—Robert Gustavus (panelist)
- Web 2.0 to Enterprise 2.0 and the Impact on the Workforce—Mark Oehlert

DAU Hosted:

- Business Managers' Conference
- · Innovations in e-Learning Symposium
- PEO/SYSCOM Commanders' Conference
- · Acquisition Community Symposium



DAU Supports Test Week 2009

Each June, the DoD Test Resource Management Center (TRMC) sponsors the Test Week conference in Huntsville, Alabama. The theme for this year's event was, "Changing our T&E processes to be more responsive to the needs of our customer: RIGHT SIZE... RIGHT PRICE... RIGHT STUFF... BEST VALUE." For Test Week 2009, TRMC requested DAU provide a TST 302—Advanced Test and Evaluation course, which enabled many conference attendees to complete Level III certification training requirements while attending the conference.

DAU Alumni Association

The Defense Acquisition University Alumni Association was formed to provide a means for professional growth within the defense acquisition community and to promote DAU's reputation as a world-class acquisition learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving defense systems acquisition. The Board of Directors is composed of DAU faculty, industry partners, and other government representatives.

President William Bahnmaier, DAU Faculty (Retired)

VP Operations Wayne Glass, DAU Faculty **VP** Membership Paul Alfieri, DAU Faculty

VP Symposium Shaw Cohe, Acquisition Solutions, Inc. **VP** Communications Daniel Somerset, Strategic Insight

Secretary Chip Linnemeier, Alion Science and Technology

Brad Brown, DAU Faculty Treasurer

Director At Large Chris Feudo, Edgewater Federal Solutions Barry Breindel, Consultant to Aerojet Director At Large Mike Dorohovich, Computer Sciences Corp. Director At Large Director At Large Steve Oxman, USN/Naval Center for

Cost Analysis





Acquisition Community Symposium

The annual DAU Acquisition Community Symposium was held April 14, 2009, at DAU's Fort Belvoir, Virginia campus and simulcast to 14 additional sites throughout the country. The theme, "The Acquisition Workforce Challenge: Winning the War for Talent," brought in many talented speakers and policy makers. Dr. Mike Echols, director of Bellevue University's Human Capital Lab, delivered a presentation on "What You Need to Know to

> Compete for the Workforce of the Future," and Peter Levine of the Senate Armed Services Committee staff offered "A Congressional Perspective on the

Defense Acquisition Workforce." The panels included AT&L Human Capital Strategic Planning; Best Practices for Attracting, Developing, and Retaining Defense Acquisition Workforce Talent; and

an industry panel. The conference drew a record 926 participants, including 309 at the regional sites.



The impact of DAU's faculty extends beyond the classroom into the workplace. Our faculty, expert practitioners from all disciplines, work with acquisition field organizations to improve mission performance. By providing support on short- and long-term bases, DAU is able to help solve program, technical, and business issues exactly when and where the workforce needs it, in their workplace.

Mission Assistance Mission Assistance Mission Assistance



176 consulting efforts with 35,388 contact hours

307 targeted training events with 432,333 contact hours

94 rapid-deployment events with 24,800 contact hours



FY09 Mission Assistance Accomplishments

- Hosted Program Startup Workshops for major defense acquisition programs
- · Launched major defense acquisition program assist initiative
- Provided executive coaching to DoD and Coast Guard senior military and civilians
- Deployed Conclave, an immersive team training simulation
- Opened Senior Service College Fellowship campus at Aberdeen Proving Ground, Maryland
- Conducted rapid-deployment training for the revised DoD Instruction 5000.02
- Graduated nine Senior Service College Fellows in Huntsville, Alabama, in May and seven Fellows in Warren, Michigan, in June



Mission Assistance

DAU Deploys Conclave—a Family of Immersive Learning Simulation Technologies for Intact Team Training

The Intact Team Training Initiative is an effort to develop a process and tool kit for training major defense acquisition program intact teams to improve team performance and program outcomes. Numerous technologies will eventually make up the tool kit of team simulation capability, called Conclave. The first of these, deployed in FY09, is the ACQSIM tool, developed in conjunction with Novonics Corporation. It is a multi-role simulation platform using virtual micro-worlds, distributed



simulation, avatars, and other immersive learning technologies. ACQSIM was showcased during the I/ITSEC 2009 conference, which is Europe's premier conference and exhibition dedicated to defense training, education, and simulation. It was cited by many of the delegates as the best presentation during the Serious Games track and noted for its innovative instructional approach, the sophisticated use of gaming technology, and the overall creativity of the simulation. The tool also won the "Inspiring and Ingenious Use Case" award from Reallusion, a company that develops animation and movie software. They present the award to developers who push the envelope beyond traditional movie-making in creating tools for business, education, and other fields. The development of these new simulation technologies will enable DAU to better target individual program needs.



Mission Assistance

Highlights

Grand Opening of the DAU Capital and Northeast (CNE) Region Aberdeen Proving Ground Site

On September 18, 2009, the CNE Region Senior Service College Fellowship (SSCF) held its official grand opening with a ribbon cutting ceremony presided over by Maj. Gen. Paul S. Izzo, commanding general, Research, Development and Engineering Command (RDECOM). Other ceremony participants included Bob Daugherty, dean, DAU CNE Region; Gary Martin, deputy to the commander, RDECOM; Bob Spangler, associate dean, DAU CNE Region; Jim Oman, SSCF CNE region director; and the eight SSCF fellows: Rick Cozby, Bill Gilbert, Chris Manning, Deirdre Sumpter, Medhat Abuhantash, Tony Subrizi, Corde Lane, and Sharon Meirose. The ceremony marked the official kick-off of the inaugural class of the CNE region's SSCF Program, which began in late July 2009. The CNE SSCF joins similar fellowships in Huntsville, Alabama, and Warren, Michigan, which are designed to develop civilian senior leaders in the Army Acquisition Corps to assume roles of greater responsibility. SSCF fellows follow a 10-month course of rigorous leadership training with an additional focus on the development of program management skills.



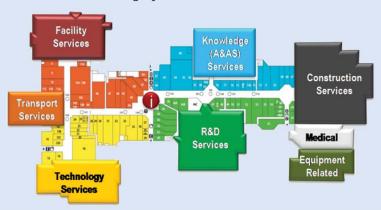
C-17 Globemaster III

DAU got the call from the C-17 sustainment leadership at Robins Air Force Base: "Please send a crisis action team!" Within a few days, a team leader was selected and a team of highly qualified experts from various functional areas—contracting, logistics, and program management—was formed. The DAU Mission Assistance Team identified issues from a literature review and traveled to Warner Robins Air Logistics Center, Georgia, to engage directly with C-17 sustainment personnel. The next week, the team spent three intensive days in leadership meetings, technical meetings, and internal DAU analysis and evaluation sessions to assess initial opportunities and any potential solutions. The team then shaped two urgent events: a C-17 sustainment planning workshop and a service acquisition workshop to address the fundamental changes to the existing performance-based sustainment construct across the next several years.



Services Acquisition Learning Assets

DAU developed several new learning assets on services acquisition that are integrated with certification course, ACQ 265-Mission-Focused Services Acquisition and continuous learning module, CLC 013—Performance-Based Services Acquisition. The new Services Acquisition Workshop is a 4-day intact team training event for a specific acquisition team. It walks the team through the complete seven-step sourcing process and focuses on developing performance-based requirements, business strategies, and assessment strategies. The workshop includes several interactive learning sessions to enable the team to apply their learning to their organization's specific requirement. DAU also developed the Services Acquisition Mall (SAM), a web-based integrated training tool, which is organized by service type (e.g., facility services, transport services, technology services, knowledge services, R&D services, construction services, medical, and equipment related). SAM provides usable tools and templates to create performancebased services acquisition requirements. Each of the "wings" on the mall map contains information related to a category of services.



5000.02 Rapid-Deployment Training (RDT)

DAU presented several RDT sessions on revisions to DoD Instruction 5000.02. DAU West presented sessions for the Joint Tactical Radio System Joint Program Executive Office (PEO); Space and Naval Warfare Systems Command; PEO Command, Control, Communications, Computers, and Intelligence (PEO C4I); and PEO Space. The training reached nearly 450 members of the Defense Acquisition Workforce. DAU South presented an RDT session to 25 members of the Army's Future Combat System/Non-Line of Sight program office and to 50 members of the Government Accountability Office's Huntsville office. DAU Midwest conducted an RDT session at Wright-Patterson AFB for over 50 local defense industry representatives. DAU Mid-Atlantic conducted 11 sessions with more than 1,074 attendees throughout their region.

Joint Light Tactical Vehicle (JLTV) Program Startup Workshops

DAU conducted three Program Startup Workshops for the JLTV project office at Selfridge Air National Guard Base, Michigan. The workshop objectives were to help align the joint Army/Marine Corps teams with their respective contractors, build an integrated product team communications process, identify key working metrics, standardize the risk management process, and prepare for an upcoming integrated baseline review. Participants included the program executive officer; project and product managers; contractor executives; and representatives of the joint Army/Marine Corps product teams, Defense Cost and Resource Center, Defense Contract Management Agency, and Australian Ministry of Defence. JLTV's prime contractors include Lockheed Martin, BAE Systems, and General Tactical Vehicles (GTV), a joint venture between and General Dynamics Land Systems and AM General, LLC.

Mission Assistance

DAU Conducts Contracting Officer's Representative (COR) Training for Deploying Troops

The COR course, developed to address one of the specific concerns identified by the Gansler Commission, prepares soldiers to perform additional duties as contracting officer's representatives and field ordering officers during their deployment. From October 14 to 18, 2009, DAU conducted COR training in Orlando, Florida, for the 143rd Expeditionary Sustainment Command leadership team. The unit then deployed to southwest Asia, where it has contract oversight responsibility in both Kuwait and Iraq. During the week of January 5, 2009, DAU presented the COR course at Fort Dix, New Jersey, to 47 soldiers of the 56th Stryker Brigade Combat Team. These soldiers were completing their final stateside training before deploying to Iraq for nine months.

DAU Completes Third Annual Marine Corps Contingency Contracting Program

DAU completed the third Marine Corps Contingency Contracting Program at Camp Johnson, North Carolina. In



2006, the Marine Corps Headquarters and DAU entered into a five-year memorandum of agreement to provide deployable Marines new to the acquisition corps an in-depth contingency contracting curriculum. The program includes 14 different DAU courses, resident and distance learning, composed of all the Defense Acquisition Workforce Improvement Act (DAWIA) Level I and II required contracting courses, to include Core Plus electives in contingency and construction contracting. This program is now the primary source of training for producing Marine Corps contracting officers. It provides both enlisted and officer Marines the requisite training to become certified and warranted in contracting once they meet the required experience

standards. In 2009, nine officers and 19 enlisted Marines graduated from the program.

Professor Provides Train-the-Trainer Support to Afghans

DAU faculty provided contracting and train-the-trainer instruction to members of the Afghanistan National Security Forces (ANSF). DAU Professor Darlene Urquhart trained members of the Afghan National Army and the Afghan National Police in Afghan procurement law and Afghan procurement policy. Urquhart then transitioned the training focus to train-the-trainer, in which she instructed members of the ANSF in the fundamentals of preparing and executing training so members of the class would be equipped to assume the role of trainers for members of their organizations as part of the ongoing efforts to support self-sufficiency within the Afghanistan Ministry of Defense.

Targeted Training for Marine Corps Forces Special Operations Command

DAU provided Systems Acquisition and Requirements Generation targeted training in support of the Marine Corps Forces Special Operations Command (MARSOC) G-8 (Requirements Division) at Camp Lejeune, North Carolina. The training included an overview of the systems acquisition and requirements processes, and a facilitated requirements generation workshop. During the workshop, attendees were presented a scenario that required requirements analysis, then they generated and justified a requirement to meet the user's needs. Participants included key requirements personnel from MARSOC units as well as representatives of other MARSOC staff and support divisions.

New Joint Air-to-Ground Missile (JAGM) ACAT-I Program Startup Workshop

DAU conducted a Program Startup Workshop for JAGM ACAT-I program at the Lockheed facility in Orlando, Florida. This workshop was conducted for the Army-led JAGM program, which is building and flight-testing prototype missiles during the 27-month technology development phase.

Capital and Northeast Region Hosts Army Congressional Fellows for Acquisition Overview Workshop

DAU presented a 14-hour Acquisition Overview Workshop to the 2010 class of the Army's Congressional Fellowship Program. At the strategic, "Big A" acquisition level, the workshop provided insight into the DoD resource allocation system, Defense Acquisition Management System, and the Joint Capabilities Integration and Development System. From the perspective of "little a" acquisition, the workshop delved into the mechanics of contracting and how to work with small businesses.

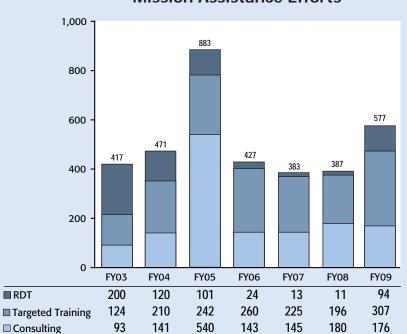
DAU Presents Program Review Board (PRB) Findings on Joint Guam Program Office (JGPO)

On August 20, 2009, DAU presented the findings of the PRB analysis of the JGPO's acquisition strategy to the assistant secretary of the Navy for installations and environment. The JGPO, responsible for coordinating the move of over 8,000 U.S. Marines and their associated infrastructure from Okinawa to Guam, asked DAU to examine its overall strategy and to identify risk-reduction opportunities for this relocation effort, which is expected to exceed \$10 billion. DAU made 19 recommendations, including suggestions to institute an earned value management system and to establish a life cycle management process throughout this operationally critical move.

Missile Defense Agency (MDA) Support

DAU partnered to support core mission programs and multiple major defense acquisition programs within MDA. Initial performance-based services acquisition and services acquisition workshops training for engineering support and services activities were held. DAU also delivered introductory risk management training and facilitated a performance-based logistics workshop for the Ground-Based Midcourse Defense Program Management Office.

Mission Assistance Efforts



DAU Presents Department of Homeland Security (DHS) Intermediate Systems Acquisition Course Pilot

DAU presented the pilot offering of the DHS Intermediate Systems Acquisition Course, HSAC 201A, which DAU developed under a memorandum of agreement with DHS. Approximately 20 students from across DHS participated in the pilot, including representatives of U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, the Transportation Security Administration, U.S. Secret Service, U.S. Citizenship and Immigration Services, and the Federal Emergency Management Agency. The online course consists of 43 lessons covering both general acquisition subjects and DHS-unique policies and procedures.

Mission Assistance

DAU Executive Coaching

In 2009, the DAU president launched an executive coaching program with the goal of building an executive coaching practice for acquisition leaders. A cadre of executive faculty from across the university, including two deans, coached nearly two dozen acquisition leaders throughout the year. To achieve transformational results, senior acquisition leaders were enrolled as "coachees" based on their opportunity to lead transformational change, their



ability to improve acquisition outcomes, and their commitment to developing the next generation of acquisition leaders. Nearly all the coachees were program managers and program executive officers or equivalent. Coachees ranged in grade from GS-15 and 0-6 to SES and 0-8. Two of the coachees have been promoted to 0-9.

Among the criteria for selection to participate in the program as a DAU coach were proven experience as an acquisition leader and a passion to coach and develop others to be successful. To become certified, each coach had to demonstrate the knowledge and

effective application of executive coaching principles and skills, and be assessed by their coachees to have made a significant difference in their effectiveness as a leader.

Guided by the analogy of a DAU executive coaching flight school, DAU coaches were themselves coached by two exceptionally experienced and successful executive coaches. DAU coaches completed a rigorous curriculum of study, reflection, workshops, and hands-on coaching. Acting as thinking partners focused on raising aspirations and delivering results, coaches engaged in frequent coaching conversations with their coachees about their challenges, their vision and leadership goals, the documentation and deployment of their vision and goals to subordinates, the framing and execution of catalytic breakthrough projects and other action plans, keeping "score," building A-player teams, making great decisions and judgment calls, and building relationships to win. Coaches conducted 360 degree interviews and helped their coachees integrate the feedback into their leadership vision and development goals.



Laudatory Comments for DAU's Executive Coaching Program from the Coachees



"I've had an executive coach for the past year. The relationship has helped me become a more effective leader. I encourage all of you [talking to a group of civilian and military leaders] to consider engaging with an executive coach."

—An 0-9

"My executive coach made a real difference and significant contribution to my success as a senior DoD leader ... [He] directly contributed to my success in turning around this critical ... program."

—A major PM



"I originally entered the program with the thought of some personal benefit [and] ... evaluating it for its potential use for the [Service] ... [my coach] has been and continues to be a trusted confidant, sounding board, and reflector helping me anticipate, prepare for and navigate the changes over the past year and into the future ... Whatever the future holds, I am better prepared to approach and manage my future as a result of participation in [DAU's] executive coaching program. I am also a better leader."

-An 0-9

"Executive coaching [helped me] to move into a major leadership role. Way to go, coach!"

— A deputy PM



"You've really helped me grow and mature as a leader over the past year and there is no way I can ever thank you enough."

—A PEO



How many times has work been held up because one question is holding you back?

DAU's AT&L Knowledge Management System (AKMS) works to prevent that from happening. The AKMS impacts the workforce whenever and wherever needed by providing one central online location for the workforce to access the latest policies, directives, and instructions, along with hosting and moderating interactive forums connecting people from government organizations, academia, and industry.

Knowledge Sharing MACTION MARKET AND A CONTROL MARKET AND A CON



696,701 DAP contact hours 540,270 ACC contact hours 79,065 ACC registered users

65,920 ACC knowledge contributions



FY09 Knowledge Sharing Accomplishments

- Launched Defense Acquisition Portal (DAP) to replace the AT&L Knowledge Sharing System
 - Populated 14 career path gateways within the DAP
 - Integrated an advanced search capability
 - Developed a DAP Quick Links Service and automated capability to add it to personal iGoogle sites
- Updated the Defense Acquisition Guidebook to reflect revised DoD Instruction 5000.02 and redesigned interface to allow chapter owners to make real-time changes to the content and links to additional resources
- Transitioned Program Managers Tool Kit to an interactive Web-enabled tool
- Expanded Best Practices Clearinghouse beyond Systems
 Engineering and Software Acquisition Management domains
 to Program Management, Requirements Management, and
 Human Capital Initiatives domains
- Created four new online communities in the Acquisition Community Connection (ACC)—Ammunition Forum, Strategic Sourcing, Termination, and DHS Acquisition Policy
- Posted 91 new assets to the Media Library, 56 of which were also posted to iTunes University (iTunes U)



Knowledge Sharing

Defense Acquisition Portal Deployed

DAU has developed and deployed an acquisition portal. The Defense Acquisition Portal, which is referred to as the DAP, replaces the AT&L Knowledge Sharing System as a more comprehensive resource.

All of the AKSS content has been transferred to the DAP and new information has been added. The DAP includes all elements affecting the "Big A" acquisition process, including requirements, human capital initiatives, career development, and information from professional organizations.

Another feature of the DAP is the Acquisition Career Gateways. This sub-site of the DAP provides all the information of the DAP but specifically organized by career field. For example, as contracting students access their gateway, they will see all policy, formal course guides, continuous learning modules, and a blog that is specifically directed to their career field. This greatly reduces the amount of time workforce members have to look for the information they need.



Program Managers Tool Kit Becomes the e-Tool Kit

The past 14 editions of the Program Managers Tool Kit have been paper copy documents. That all has changed with the latest edition.

Based on the paper version of the Program Managers Tool Kit, the e-Tool Kit is an interactive Web-enabled tool. The e-Tool Kit will provide program managers with a new range and depth of best practices through step-by-step processes, online collaboration, and simulations. The new e-Tool Kit contains summaries of acquisition policies and managerial skills frequently required by DoD program managers.



Knowledge Sharing

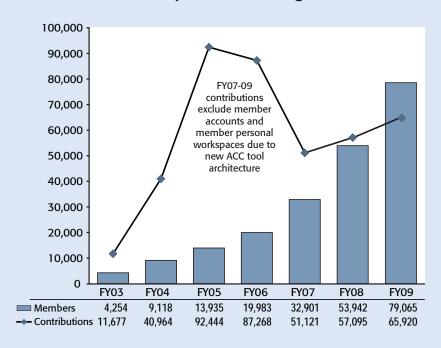
Army Announces Award for DAU Ammunition Forum Community of Practice (CoP)

The Army awarded DAU's Ammunition CoP a FY09 Chief Information Officer (CIO)/G6 Army Knowledge Management Award for process initiatives that provide knowledge-based capabilities and solutions. The awards recognize outstanding individuals, groups, or organizational efforts that implement Army knowledge management principles in support of mission goals and objectives. The Ammunition CoP, part of DAU's Acquisition Community Connection, shares knowledge throughout the ammunition enterprise. DAU partnered with the Defense Ammunition Center to build and host the Ammunition CoP, which was deployed in November 2008 and now has more than 1,200 members.

Defense Acquisition Guidebook (DAG) Updated

The significant policy revisions associated with the re-issuance of DoD Instruction 5000.02 in December 2008 prompted a complete review and revision of the DAG. The DAG supplements the DoDI 5000.02 with recommended acquisition practices. Over the last year, faculty from DAU worked both the DAG content and the Web site for the DAG system. The update also includes implementation guidance resulting from the Weapon Systems Acquisition Reform Act of 2009. The new DAG is Web-enabled inside the ACC to create a performance learning tool for the Defense Acquisition Workforce. The new DAG also has the capability for the Office of the Secretary of Defense chapter owners to make realtime changes to the content and links to additional resources.

ACC Membership and Knowledge Contributions



Online Communities

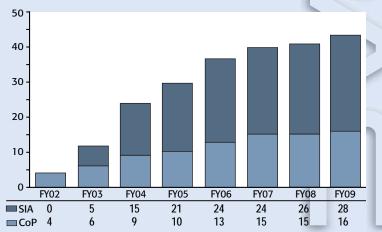
Special Interest Areas

- A-76, Competitive Sourcing Process
- Acquisition Center of Excellence (ACE) for Services
- Acquisition Law
- · Acquisition Research
- · Alternative Dispute Resolution
- Business
- Contracting Officer's Representative (COR)
- Contractors Accompanying the Force
- DHS Acquisition Policy*
- DoD Packaging, Handling, Storage and Transportation (PHS&T)
- Emergency Response and Recovery Contracting
- Environment, Safety, and Occupational Health (ESOH)
- Financial Management
- · Government Property
- · Instructional Systems Design
- · International Program Management
- · Item-Unique Identification
- · Joint Rapid Acquisition
- Naval Open Architecture
- · Operations Research/Systems Analysis
- Performance-Based Acquisition
- · Reliability, Availability, and Maintainability
- · Software Acquisition Management
- · Spectrum and E3 Compliance
- Strategic Sourcing*
- Termination*
- Test and Evaluation
- Test Resources Management Center-Test and Evaluation/Science and Technology Program (TRMC-T&E/S&T)

Communities of Practice

- Ammunition Forum*
- Contingency Contracting
- Continuous Process Improvement
- Contracting
- · Data Management
- DoD Wireless
- · Earned Value Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- · Production, Quality, and Manufacturing
- · Program Management
- · Risk Management
- · Science and Technology Management
- Small Business
- · Systems Engineering

ACC Communities



^{*}New in FY09

Knowledge Sharing

Applied Research

DAU recognizes that an active research program is key to improving processes and enabling acquisition thought leadership. The DAU faculty, in partnership with acquisition practitioners, universities, and private industry, conduct research projects on a variety of topics. The results of the applied research at DAU impacts DoD acquisition policy, process, education, management, leadership, and functional area initiatives.



Articles Published

"Knowledge vs. Experience: The Need for an Acquisition On-the-Job Qualification Standard," *Defense AT&L*, Roy Wood

"Bridging the Performance Gap," *Defense AT&L*, Owen Gadeken

"New Career Path Recognizes Global Scope of Acquisition," *Defense AT&L*, Roy Wood and D.T. Tripp

"An International Acquisition Career Path," Army AL&T, Roy Wood and D.T. Tripp

"Redesigning Your Organization for Success," Leadership Advance Online, Al Moseley

"Incentive Contracts: The Attributes That Matter Most In Driving Favorable Outcomes," *Defense AR Journal*, Robert Tremaine

"Leadership And Cultural Change: The Challenge to Acquisition Workforce Retention,"

Defense AR Journal, Mike Kotzian

"A Smooth Launch Lays the Foundation for Precision Landing – The Benefits of the Program Startup Workshop," *Defense AT&L*, Capt. CJ Jaynes, USN, Mike Kotzian, Melissa Losson, Duane Mallicoat, Dan Nash, Mary Redshaw, Tim Simpson

Projects Initiated

"Current Data on Program Goals"—this project develops a comprehensive and objective collection of data on cost, schedule, and performance parameters for use by multiple research activities.



Edward Hirsch Acquisition Community Research Paper Competition

In commemoration of DAU Hall of Fame member Brig. Gen. Edward Hirsch's contributions to DAU and the DoD acquisition community, the DAU Alumni Association, in partnership with the DAU research department, established the annual Edward Hirsch Acquisition Community Research Paper competition. This award program acknowledges excellence in acquisition research, recognizes outstanding academic achievements, and supports the dissemination of knowledge and lessons learned to the acquisition workforce. The winners for FY09 are listed below.



1st Place – William Fast - "What Ever Happened to Certification?"

This paper, by Mr. Fast, a DAU professor of finance and program management, focuses on how well the training, education, and experience requirements of the Defense Acquisition Workforce Improvement Act have been implemented by the Department of Defense. The paper traces the acquisition workforce certification process from its inception through today. In conclusion, the paper suggests that the certification process needs to be more broadly applied to ensure that it meets Congress' original intent.

2nd Place – Dr. Alan Jenkins - "Keeping the Talent: Understanding the Needs of Engineers and Scientists in the Defense Acquisition Workforce"

This paper, by Dr. Jenkins, deputy program manager, H-46 aircraft, Naval Air Systems Command, examines retention efforts for acquisition professionals and is specifically targeted at engineers and scientists. The need to focus on this group is becoming more evident with the aging of the general civil service population, the decline in domestic engineer and scientist production, and the increase in worldwide demand for these professional groups.





3rd Place – Dr. Michael Kotzian - "Leadership and Cultural Change: The Challenge to Acquisition Workforce Retention"

This research, by Dr. Kotzian, a DAU professor of program management, suggests that the traditional approaches to workforce retention are associated with short-term, tangible practices, such as pay increases, improved physical environments, and teleworking. Unfortunately, these types of approaches may not be optimal. This paper asserts that more effective strategies may be associated with organizational culture type and leadership style.







147 strategic partners9 new strategic partners



FY09 Strategic Partnerships

The DAU Strategic Partnership program has been positively impacting the acquisition workforce since its inception. Through relationships with other government agencies, academic institutions, industry, and professional organizations, DAU is able to leverage training resources and tap into outside expertise for developing learning assets. Additionally, many partnerships with academic organizations allow DAU coursework to be applied to degree programs, facilitating completion of degrees in less time. In FY09, DAU added the following partnerships:

- Central State University, Wilberforce, Ohio
- · University of San Francisco, San Francisco, California
- · University of Notre Dame, Notre Dame, Indiana
- · Tulane University, New Orleans, Louisiana
- Thunderbird School of Global Management, Glendale, Arizona
- · Columbia Southern University, Orange Beach, Alabama
- Becker Professional Education, Oakbrook Terrace, Illinois
- ManTech University, ManTech International Corporation, Fairfax, Virginia
- · Federal Prison Industries, Inc./UNICOR Program, Washington, DC

Partnerships

Boeing and DAU Collaborate on World-Class Training

Boeing and DAU signed a memorandum of understanding (MOU) that renews and improves the framework set by the two organizations to pursue educational opportunities while supporting each other's efforts to leverage the best business practices of government, industry, and academia for world-class training. Boeing Integrated Defense Systems CEO Jim Albaugh said, "This relationship will help us to better understand our customers' needs through a continuing dialogue on acquisition issues." The MOU enables Boeing and DAU to partner on opportunities such as the sharing of training resources, including Department of Defense personnel participating as guest instructors for Boeing courses. In addition, Boeing leaders will be quest speakers and Boeing personnel will attend DAU courses. Boeing and DAU will also share recommendations on course content and provide feedback on pilot training programs and other course development activities.



Central State University Signs Articulation Agreement with DAU

Central State University signed an agreement with DAU on June 15, 2009, that will provide educational opportunities for the currently enrolled and potential students of each institution. The agreement will ultimately facilitate the transfer of DAU course credits that have been certified by the American Council on Education toward Central State University's Bachelor of Business Administration degree program. Central State University in Wilberforce, Ohio, is one of the nation's oldest historically black universities, with a 120-year legacy of academic and athletic achievements.



Partnerships

Strategic Partnerships

Academic Partnership Agreement Signed with Webster University

DAU and Webster University signed Addendum 3 on March 6, 2009, which amends the original memorandum of understanding to enhance the educational partnership between the two organizations. The agreement formalizes Webster's commitment to provide academic support to DAU's Senior Service College Fellowship (SSCF) program at Aberdeen Proving Ground, Maryland. Webster University provides two courses, offers other graduate-level courses, and awards transfer credits leading to a Master of Arts in management and leadership.

The two graduate-level courses—Managerial Leadership and Issues: Developing Executive Leaders—account for six credit hours and are embedded within the SSCF core curriculum. Webster University offers the full repertoire of required graduate-level courses in the fields of human resource management and development, business,

and management for those fellows who opt to participate in the Master of Arts in management and leadership program. In addition to providing and granting six hours for the embedded courses in the curriculum, Webster University will also award an additional 12 transfer credit hours to each fellow in recognition of the required academic effort and rigor found within the SSCF program. Upon successful completion of the SSCF program, each fellow will have completed 18 of the 36 credit hours required for a Master of Arts in management and leadership.



DAU and Crane Division, Naval Surface Warfare Center Sign Learning Organization Agreement

On February 12, 2009, DAU and the Crane Division, Naval Surface Warfare Center (NSWC) signed a memorandum validating their commitment to provide learning support and knowledge to the acquisition community within NSWC, Crane, Indiana. Under the agreement, NSWC Crane and DAU will work together to jointly develop training and curricula; increase access to each organization's knowledge management systems; exchange information on relevant management policies,

tools, processes, and databases; participate in joint research projects; and provide subject matter expert guest lecturers when available.



International Engagements

DAU Hosts IDEAA Seminar

DAU hosted the 20th International Defense Educational and Acquisition Arrangement (IDEAA) Seminar from June 22 to 26, 2009, at Fort Belvoir, Virginia. This year's theme was "International Cooperation through Acquisition and Education." IDEAA is made up of defense acquisition and acquisition education representatives from the United States, United Kingdom, Germany, France, Spain, Sweden, and Australia. The seminar featured speakers, seminar sessions, an industry panel, and information exchange and feedback. DAU President Frank Anderson delivered the keynote address to the more than 80 participants, which included representatives from the seven sponsoring nations plus India, Canada, Singapore, South Korea, and Taiwan—all of whom are involved in defense acquisition and training programs.



Visit from the Argentine Minister of Defense

On September 8, 2009, DAU hosted a delegation led by Dr. Nilda Garré, Argentine minister of defense, and Brig. Gen. Jorge Chevalier, armed forces chief of the Joint Staff, at DAU's Fort Belvoir campus. Argentina has been working to establish a procurement system for contracting and support for common military items under the Ministry of Defense and similar organizations in each military department for service-unique items. Dr. Garré had expressed her interest in learning from U.S. logistics and acquisition practices when she met with the secretary of defense last year. Dr. Roy Wood, dean of the Defense Systems Management College—School of Program Managers, briefed the delegation on DAU's mission, online course capability, program management training, and the Defense Acquisition Workforce; he also presented potential DAU course options for Argentina. Dr. Garré was keenly interested in a combination of online and tailored onsite DAU courses to help them transition

to a Ministry of Defense acquisition/ logistics workforce concept.



Training Provided to the Taiwan Armaments Bureau

In FY09, DAU provided more than 10,000 hours of training to the Taiwan Armaments Bureau in what is the largest mission assistance effort in DAU history. DAU delivered year-long acquisition training to Taiwan acquisition professionals. The effort resulted from an agreement between the Office of the Secretary of Defense and the Ministry of National Defense in Taiwan. DAU taught Fundamentals of Systems Acquisition Management (ACQ 101); Intermediate Systems Acquisition, Part A and B (ACQ 201A/201B); Program Management Tools (PMT 250); Performance-Based Logistics, Part A and B (LOG 235/236); Introduction to Cost

Analysis (BCF 101); Fundamentals of Earned Value Management (BCF 102); Intermediate Earned Value Management (BCF 203); Technical Leadership in Systems Engineering (SYS 302); Intermediate Information Systems Acquisition (IRM 201); Intermediate Production, Quality, and Manufacturing, Part B (PQM 201B); Intermediate Test and Evaluation (TST 203); and Advanced Test and Evaluation (TST 302). Additionally, DAU converted Fundamentals of Systems Planning, Research, Development, and Engineering (SYS 101) and Intermediate SPRDE, Part 1 (SYS 202) from online to classroom delivery for the Taiwanese.

Partnerships

Strategic Partnerships

Colleges and Universities

Alabama A&M University, Huntsville, AL

Alliant International University, San Diego, CA

American Graduate University, Covina, CA

Averett University, Danville, VA

Baker College, Flint, MI

Bellevue University, Bellevue, NE

Bethune-Cookman College, Daytona Beach, FL

*Bisk Education, Villanova, PA

Boston University, Boston, MA

Capella University, Minneapolis, MN

Catholic University of America, Washington, DC

Central Michigan University, Mount Pleasant, MI

**Central State University, Wilberforce, OH

Clark State Community College, Springfield, OH

**Columbia Southern University, Orange Beach, AL

Davenport University, Grand Rapids, MI

DeVry University, McLean, VA

Duke University, Durham, NC

Eastern Michigan University, Ypsilanti, MI

Embry-Riddle Aeronautical University, Daytona Beach, FL

Empire State College, Saratoga Springs, NY

*Excelsior College, Albany, NY

Florida Atlantic University, Boca Raton, FL

Florida State College at Jacksonville, Jacksonville, FL

Florida Institute of Technology, Melbourne, FL

George Mason University, Fairfax, VA

Georgetown University, Washington, DC

George Washington University, Washington, DC

Georgia Institute of Technology, Atlanta, GA

Grambling State University, Grambling, LA

Grantham University, Kansas City, MO

Hampton University, Hampton, VA

Historically Black Colleges and Universities/Minority Institutions Research Alliance, Daytona Beach, FL

Howard University, Washington, DC

Indiana Wesleyan University, Marion, IN

J.F. Drake State Technical College, Huntsville, AL

Jacksonville State University, Jacksonville, AL

Kaplan University, New York, NY

Kellogg Community College, Battle Creek, MI

Kentucky State University, Frankfort, KY

Lawrence Technological University, Southfield, MI

Macon State College, Macon, GA

Massachusetts Institute of Technology, Cambridge, MA

Missouri University of Science and Technology, Rolla, MO

Mott Community College, Flint, MI

National-Louis University, McLean, VA

Northern Virginia Community College, Alexandria, VA

Oakwood College, Huntsville, AL

Old Dominion University, Norfolk, VA

Park University, Parkville, MO

Pennsylvania State University, University Park, PA

Sinclair Community College, Dayton, OH

Southern Methodist University, Dallas, TX

Stevens-Henager College, Ogden, UT

Stevens Institute of Technology, Hoboken, NJ

Strayer University, Woodbridge, VA

**Thunderbird School of Global Management, Glendale, AZ

Touro University International, Cypress, CA

**Tulane University, New Orleans, LA

Tuskegee University, Tuskegee, AL

U.S. Air Force Academy, Colorado Springs, CO

University of Alabama in Huntsville, Huntsville, AL

University of Alaska Anchorage, Anchorage, AK

University of California, Irvine, Irvine, CA

University of California, Los Angeles, Los Angeles, CA

University of Dayton, Dayton, OH

University of Kentucky, Lexington, KY

University of Management and Technology, Arlington, VA

University of Mary Washington, Fredericksburg, VA

University of Maryland University College, Adelphi, MD

University of New Mexico, Albuquerque, NM

**University of Notre Dame, Notre Dame, IN

University of Phoenix, Phoenix, AZ

University of Tennessee Knoxville, Knoxville, TN

**University of San Francisco, San Francisco, CA

University of Virginia, Northern Virginia Center,

Falls Church, VA

*Villanova University, Villanova, PA

Webster University, St. Louis, MO

Wilberforce University, Wilberforce, OH

Wisconsin-Academic Advanced Distributed Learning

(ADL) Co-Laboratory, Madison, WI

Wright State University, Dayton, OH

Government

Academic Advanced Distributed Learning (ADL) Co-Lab, Alexandria, VA

Air Force Center for Systems Engineering, Wright-Patterson AFB, OH

Air Force Institute of Technology, School of Systems and Logistics (AFIT/LS), Wright-Patterson AFB, OH

Air Force Space and Missile Systems Center, Los Angeles, CA

Anniston Army Depot, Anniston, AL

Army and Air Force Exchange Service, Dallas, TX

Army Logistics University, Fort Lee, VA

Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC

Aviation and Missile Command (AMCOM), Huntsville, AL

*Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA

Defense Contract Management Agency (DCMA), Dallas, TX

Defense Information Systems Agency (DISA), Arlington, VA

Defense Institute of Security Assistance Management, Wright-Patterson Air Force Base, OH

Defense Logistics Agency, Fort Belvoir, VA

Department of Homeland Security, Washington, DC

Federal Acquisition Institute, Fort Belvoir, VA

**Federal Prison Industries, Inc./UNICOR Program, Washington, DC

General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA

Ground-Based Midcourse Defense, Huntsville, AL Joint ADL Co-Lab, Orlando, FL

Joint Depot Maintenance Activities Group (JDMAG), Wright-Patterson Air Force Base, OH

Logistics Support Activity (LOGSA), Huntsville, AL

National Geospatial-Intelligence Agency, Bethesda, MD

National Reconnaissance Office, Chantilly, VA

National Security Agency (NSA), Fort Meade, MD

National Security Space Institute, Colorado Springs, CO

National Technical Information Service, Springfield, VA

Program Executive Office, Aviation, Huntsville, AL

Program Executive Office, Missiles and Space, Huntsville, AL

Small Business Administration, Washington, DC

Software Engineering Institute, Colorado Springs, CO

Space and Missile Defense Command, Huntsville, AL

Standard Procurement System (SPS), Fairfax, VA

U.S. Army Defense Ammunition Center, McAlester, OK

U.S. Coast Guard, Washington, DC

The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD

Warner Robins Air Logistics Center, Robins AFB, GA

Industry

Acquisition Solutions, Inc., Arlington, VA

Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA

American Systems Corporation, Chantilly, VA

BAE Systems, Bethesda, MD

**Becker Professional Education, Oakbrook Terrace, IL

*Boeing Company, Hazelwood, MO

Cisco Learning Institute, Phoenix, AZ

Dekker Ltd., Reston, VA

ESI International Inc., Arlington, VA

Frontier Technology Inc., Beavercreek, OH

IBM, Bethesda, MD

Josephson Institute of Ethics, Los Angeles, CA

Lockheed Martin Corporation, Bethesda, MD

**ManTech University, ManTech International Corporation, Fairfax, VA

Northrop Grumman Corporation, Irving, TX

Rational Brand Services, Division of IBM, McLean, VA

Raytheon Company, Lexington, MA

Rockwell Collins, Cedar Rapids, IA

Systems and Software Consortium Inc., Herndon, VA

International

Defence Materiel Organisation, Australia

International Defense Educational and Acquisition
Arrangement—UK, Germany, France, Spain, Sweden,
and Australia

Professional Organizations

American Society of Military Comptrollers, Alexandria, VA

BMP Center of Excellence, College Park, MD

International Council on Systems Engineering (INCOSE), Seattle, WA

The International Society of Logistics (SOLE), Hyattsville, MD

International Test & Evaluation Association, Fairfax, VA

National Contract Management Association (NCMA), McLean, VA

Professional Services Council, Arlington, VA

Project Management Institute, Newtown Square, PA

^{*} Updated partnerships signed in FY09

^{**} New partnerships signed in FY09





FY09 Human Capital Initiatives

In FY09, the Defense Acquisition Workforce was 133,103 strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, and defense agencies (4th Estate), this workforce ensures that America's warfighters have the systems, services, and supplies they need, wherever they are and whenever they need them.

In Section 852 of the FY08 National Defense Authorization Act, Congress established the Defense Acquisition Workforce Development Fund. In FY09, the President and the Secretary of Defense directed the unprecedented restoration of the Defense Acquisition Workforce. These initiatives address increasing the size and improving the quality of the organic workforce.

Human Capital Initiatives

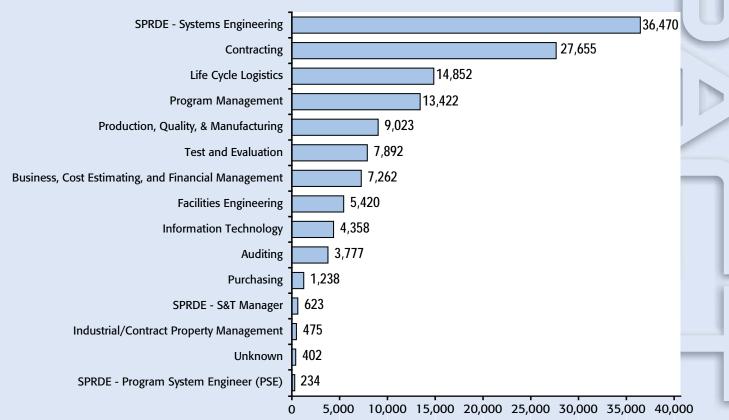
Secretary of Defense (SECDEF) Growth Initiative

On April 6, 2009, the SECDEF announced his plans to grow the Defense Acquisition Workforce. This initiative includes increasing the size of the organic workforce by 20,000 through FY15. To achieve this goal, DoD plans to hire approximately 10,000 new workforce members and hire another 10,000 as a result of in-sourcing initiatives to perform acquisition work that was previously carried out by contractor personnel. These actions will create a better balance between the government workforce and contractor support and strengthen DoD's capability to conduct inherently governmental functions and provide appropriate oversight of all acquisition activities. Additionally, this initiative will strengthen organic core capability in systems engineering, program management, contracting, logistics, and pricing and cost estimating.

In FY09, the Defense Acquisition Workforce increased by 6 percent over FY08. The table below shows the increases by component:

| DoD Component | FY08 | FY09 |
|-----------------------|---------|---------|
| Army | 40,269 | 40,356 |
| Navy/ Marine Corps | 43,066 | 46,972 |
| Air Force | 24,827 | 27,174 |
| Defense Agencies | 17,717 | 18,601 |
| Total | 125,879 | 133,103 |

FY09 Defense Acquisition Workforce by Career Field



Human Capital Initiatives

Defense Acquisition Workforce Development Fund

The Defense Acquisition Workforce Development Fund established by Section 852 focuses initiatives in three areas: recruiting and hiring, training and development, and recognition and retention. In establishing the fund, the department took a methodical, deliberate, and collaborative approach. FY08 was dedicated to establishing the fund and its administrative processes, while the focus shifted in FY09 to growing the Defense Acquisition Workforce in terms of hiring as well as increasing training capacity.

Recruiting and Hiring

DoD obligated \$100,680,000 for recruiting and hiring initiatives in FY09. Recruiting and hiring initiatives were focused in the following areas: interns, recruiting incentives, outreach programs, journeyman programs, and highly qualified experts (HQEs). Specifically, the department hired 1,701 interns, 587 journeymen, and 42 HQEs.

Training and Development

DoD obligated \$80,589,000 for training and development initiatives in FY09. Training and development initiatives were focused on expanding training capacity to improve certification levels and reinvigorating certification standards to ensure the workforce is fully qualified to be successful in an increasingly complex acquisition environment. DAU provided 261 new class offerings; expanded contingency contracting training; expanded requirements training; provided new contracting, technical, and program management training; developed CON 090, a new contracting fundamentals course; and fielded the Services Acquisition Mall/Workshop.

| | FY08 | FY09 | % change |
|--------------------------|---------|---------|----------|
| Classroom Graduates | 35,861 | 39,568 | 10% |
| Online Graduates | 118,391 | 154,399 | 30% |
| CL Module Completions | 333,332 | 494,568 | 48% |

Retention and Recognition

DoD obligated \$11,692,000 for recognition and retention initiatives in FY09. Retention and recognition initiatives were focused in two areas: retention and recognition incentives and career broadening and academic programs. The department is implementing a robust employee retention and talent management strategy to retain acquisition employees with expert knowledge in critical and shortage skill areas. These employees include individuals filling key leadership positions such as program managers (specifically those in ACAT I and ACAT II programs), engineers, senior contracting officers, life cycle logisticians, cost estimators, and other personnel possessing special expertise that is hard to find or retain. DoD also believes that retention is promoted by offering professional development opportunities to its workforce. Funding for career broadening and academic program initiatives supported expansion of rotational employee programs and provided personnel with opportunities to pursue advanced degrees and participate in executive-level training.

Recognizing Workforce Achievement

On behalf of the USD(AT&L), DAU manages three awards programs designed to recognize achievement in acquisition operations and workforce development.

David Packard Excellence in Acquisition Awards

The David Packard Excellence in Acquisition Award program was established in 1997 to recognize organizations, groups, and teams who have demonstrated exemplary innovation using best acquisition practices to achieve excellence in DoD. It is the department's highest acquisition team award.

Mine Resistant Ambush Protected All Terrain Vehicle (M-ATV) Source Selection Evaluation Board (SSEB)

Roberta Desmond, Dave Hansen, Gary Tucker, Dawn Vanhulle, Michael Szajenko, and Richard McKenzie

The M-ATV SSEB responded with inspirational speed and dedication to a joint warfighters' need in Afghanistan for protection against mines, improvised explosive devices, and small arms fires. The team evaluated almost 400 requirements and over 1,500 items for discussion, leading to an extensive testing process. The M-ATV SSEB's efforts resulted in accelerated delivery of thousands of M-ATVs to leverage the existing Mine Resistant Ambush Protected fielding base for quick theater deployment that will save countless lives.



Project Manager-Mobile Electric Power

Christopher Bolton, Dr. James Cross, Lisa Denning, Alan Coady, Marine Lt. Col. Thomas Bowers, Michael Padden, Army Lt. Col. Gordon "Tim" Wallace, Air Force Lt. Col. Bob Thoens, and Paul Richard

The Project Manager-Mobile Electric Power team directly contributed to advancing energy technologies for tactical and mobile power sources supporting the Operation Enduring Freedom theater as well as the battlefield of the future. By improving generator and environmental control programs and command post power distribution, fielded annual cost avoidances of nearly \$1 billion per year are now achievable.

PMS 408 Acquisition Management Team-Joint Counter Radio-Controlled Improvised Explosive Device Warfare

Jeff Beard, Philip Anderson, Navy Capt. John Neagley, and Gilbert Ruffin
The PMS 408 Acquisition Management Team helped provide force
protection against combat radio-controlled improvised explosive devices
that pose a constant and increasing danger to U.S. warfighters. The PMS
408 team's innovation helped reduce battlefield casualties up to 79
percent over the past four years.





708th Armament Systems Group

Air Force Lt. Col. Michael Kelly, Air Force Lt. Col. Robert Mitchell, David Kitchen, Dario Ramirez, and Air Force 2nd Lt. Jack Weise

The 708th Armament Systems Group demonstrated outstanding support to the warfighter through the use of streamlined acquisition processes in response to urgent operational capability needs. They delivered a new laser-guided version of the Joint Direct Attack Munition (JDAM) to the field in only 11 months. Additionally, they significantly improved delivery of the Joint Programmable Fuze, and successfully conducted JDAM integrations on 10 joint aircraft.

Recognizing Workforce Achievement USD(AT&L) Workforce Achievement Awards

The USD(AT&L) Workforce Achievement Awards were presented for the first time this year. The award was established as a result of the Weapon Systems Acquisition Reform Act of 2009, which called for recognizing excellent performance by individuals and teams in the acquisition of products and services for the Department of Defense. Recipients were judged based on their specific achievements within the functional area/category during FY08 and the first half of FY09.



Program Management Johnnie Mize, *U.S. Special Operations Command*

Johnnie Mize exhibited exceptionally outstanding program management support to U.S. Special Operations Command personnel engaged in overseas contingency operations worldwide. His actions directly enabled Special Operations Forces operators to leverage full motion video from more than 110,000 combat hours of intelligence, surveillance, and reconnaissance video coverage to support combat operations in Operation Enduring Freedom and Operation Iraqi Freedom.



Contracting and Procurement (including Industrial/Contract Property) Pamela Anderson, U.S. Air Force

Pamela Anderson executed a \$547 million contract authority, ensuring the Miniature Air Launched Decoy (MALD) program completed a \$243 million system development and demonstration. She ensured the system met or exceeded all requirements and was ahead of schedule and under cost. She then negotiated delivery of 162 production units, significantly reducing MALD's cost from a proposed unit cost of \$365,000 to just \$313,000—a savings of more than 16 percent per unit.



Contract Audit Kathleen Stohs, U.S. Navy

Kathleen Stohs is responsible for leading a cadre of acquisition professionals in assessing Naval Facilities Engineering Command contracting activities worldwide, identifying and mitigating risk to the head of contracting activity. In FY08, Stohs led her team in 20 onsite visits and audited more than 414 contract actions (totaling \$620.9 million). In FY09, the Pre-Management Assessment Program conducted 21 onsite visits and audited more than 465 contract actions (totaling \$3.904 billion) from a variety of contract types/vehicles.



Business, Cost Estimating, and Financial Management

(including Earned Value Management)

John Lilly, Missile Defense Agency

John Lilly's dynamic leadership style of the Missile Defense Agency's Affordability Team successfully culminated in a comprehensive ground-based midcourse defense program estimate for FY09 to FY15 that ultimately allowed cost-based courses of action to be developed through a robust cost model, with the flexibility to run excursions as directed by Missile Defense Agency leadership.

Management, Contract Oversight, and Quality Assurance Kent Schvaneveldt, Defense Contract Management Agency

Kent Schvaneveldt led and supervised 50 civilian and military acquisition professionals on contract administration/oversight on the Apache Longbow helicopter valued at more than \$1.5 billion. His efforts resulted in the delivery of 84 state-of the-art helicopters strategically deployed throughout the world.



Life Cycle Logistics Nick Smith, *U.S. Navy*

Nick Smith's achievements have progressively increased the Ready Basic Aircraft of the Harrier (AV-8B). Currently, there is the potential to meet the goal of 74 aircraft by the end of FY10. Smith optimized the maintenance fixed induction date, resulting in the availability of two to three more aircraft per year. He formalized the crash-damaged program to recover damaged aircraft to a flyable status, mitigating a historical attrition rate of two to three aircraft annually.

Systems Planning, Research, Development, and Engineering (including Test and Evaluation, Production, and Manufacturing)

Joel Ankersen, U.S. Air Force

Joel Ankersen expertly led a 16-member technical team to execute a \$1.3 billion procurement portfolio. Ensuring the Miniature Air Launched Decoy (MALD) program completed a \$243 million system development and demonstration, he delivered the Air Force's next generation airborne radar decoy for use in defeating enemy air defenses.





Acquisition in an Expeditionary Environment Bill Long, *U.S. Air Force*

Bill Long's superb leadership and management have been instrumental in developing a world-class training tool totally shaping the DoD contingency contracting workforce: the Department's first-ever Joint Contingency Contracting (JCC) Handbook. This pocket-sized handbook and accompanying DVD directly facilitate the training and support of 3,100 contracting professionals who provide more than \$5 billion a year of contingency contracted goods and services to the warfighter.

Recognizing Workforce Achievement USD(AT&L) Workforce Development Awards

The sixth annual USD(AT&L) Workforce Development Award program was held in conjunction with the PEO/SYSCOM Commanders' Conference. The award was established in 2004 for the purpose of recognizing organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices that other organizations can emulate.

Gold Winners



Large Organization

U.S. Army Armament Research, Development and Engineering Center (ARDEC)
Picatinny Arsenal, New Jersey

ARDEC offers an integrated workforce development program through the Armament University, their corporate training arm. The university offers graduate education through selected university partners with courses emphasizing systems engineering of military weapons.



Small Organization

Aviation Engineering Directorate (AED), U.S. Army Aviation and Missile Research, Development and Engineering Center Redstone Arsenal, Alabama

All new employees at AED are invited to spend a full day with the director, who also counsels them on their career objectives and reviews their developmental plans. AED cross-trains leaders at the division level through rotational assignments. Supervisors also undergo 360 degree profiling annually.

Silver Winners



Large Organization

Defense Information Systems Agency (DISA)

Arlington, Virginia

DISA runs two programs for succession planning: the Emerging Leader Program (one year, GS-9 to GS-12 or equivalent) and the Executive Leadership Development program (competitive application, three years, GS-13 to GS-15 or equivalent). These programs combine personal and situational assessments, case studies, simulations, and action learning to strengthen leadership skills.



Small Organization

Cost and Systems Analysis Office (C&SA), U.S. Army TACOM Life Cycle Management Command Warren, Michigan

C&SA assigns a mentor to all new employees. The mentor orients the new employee and serves as their work coach. Plans have also been developed to provide analysts with resources, data, tools, and techniques to accelerate learning and make them more effective on the job. Employees progress to working independently, with available support from networks of mentors.

Bronze Winners



Large Organization
Air Force Global Logistics Support Center
(AFGLSC)
Scott AFB, Illinois

AFGLSC provides personnel with a basic broad-based education focused on their functional background, providing modules as well as projects, activities, and team building. They have also developed a certification program comprising competencies, education levels, experience, and supervisor endorsements, which employees can use as a career development plan.



Small Organization
Cooperative Threat Reduction (CTR) Directorate,
Defense Threat Reduction Agency
Fort Belvoir, Virginia

CTR gives all new project personnel six months to complete the Program Management I and II courses. During this time, they are mentored by senior program managers. They have also partnered with Pennsylvania State University to provide a five-day biology immersion course for employees working on the biological threat reduction program, CTR's largest and most complex program area.



Small Organization

Detachment 1, Directorate of Contracting,
Air Force Research Laboratory (AFRL)
Wright-Patterson AFB, Ohio

Det 1 participates in recruiting programs. Recruiting teams visit colleges and universities to interview applicants and conduct most of the selection process to expedite hiring. Once an employee is hired, if they are new to government contracting, they attend the JumpStart Program. This four-month curriculum features subject-matter-expert-led instruction on basic contracting skills and orientation on Air Force and AFRL topics.



\$183 million budget (with Section 852 funding)

\$18.33 per learning hour delivered

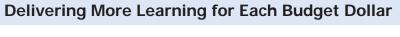
672 faculty and staff

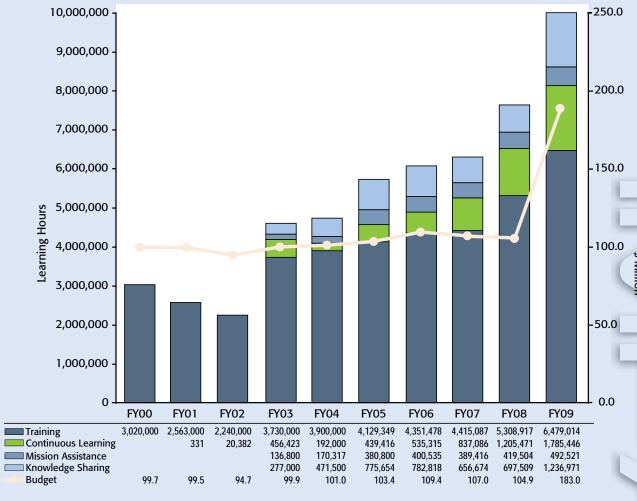


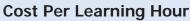
FY09 Resources

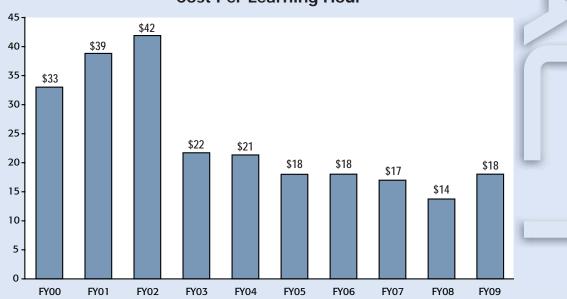
For the past 10 years, DAU has seen large increases in the number of students requiring training. To stay in front of this influx of students, DAU has had to carefully manage resources. For eight years, DAU significantly increased the learning hours provided with no substantial increase in its budget. In FY08 and FY09, DAU received money from the Defense Acquisition Workforce Development Fund in addition to its appropriated funds. The resources provided from the Workforce Development Fund have been applied to hiring additional faculty and expanding infrastructure to increase throughput and improve certification rates for the workforce.

Resources











Organization

e-Learning and Technology Center (eLTC) Becomes the Global Learning and Technology Center (GLTC)

In the past, training organizations focused on classroom learning. As technology advanced, learning assets were placed online. By establishing the eLTC, DAU was able to focus on the development of these online learning assets. This became a standard part of our business. As technology continues to rapidly advance and new learning methods are being developed, DAU recognized it could better impact the learning and development environment of the acquisition workforce. To position ourselves to leverage these new advancements, we expanded and renamed our eLTC to our GLTC. This new department has been organized to enhance productivity and effectiveness while rapidly increasing speed to market of our courseware, allowing for better integration of formal and informal learning.



Board of Visitors

The Board of Visitors (BoV) consists of members selected for their preeminence in academia, business, and industry to advise the USD(AT&L) and the DAU president.



GEN William Tuttle, Jr. USA (Ret) Chairperson



Ms. Sara Mills President S. B. Mills and Associates



Ms. Karen Barley President Corporate University Enterprise, Inc



LTG Malcolm O'Neill, Ph.D. USA (Ret) Consultant



Mr. David Berteau Director Clark & Weinstock



GEN Bernard Randolph USAF (Ret) Consultant



Ms. Susan Coté Vice President, Corporate Contracts, Pricing, and Supply Chain Northrop Grumman Corporation



Mr. Carl Salzano
Vice President, Acquisitions
Booz Allen Hamilton



Mr. Curtis Gray Vice President, Human Resources BAE Systems



RDML Michael Sharp USN (Ret) Director, Maritime Advanced Technology Raytheon Company



Mr. Norman Kamikow President and Editor in Chief MediaTec Publishing, Inc



RADM Lenn Vincent USN (Ret) Industry Advisor National Defense Industrial Association



Mr. Nicholas Kuzemka Vice President, Program Management Lockheed Martin Corporation



Mr. John Wilson, Jr. President BizDynamics, LLC

Resources









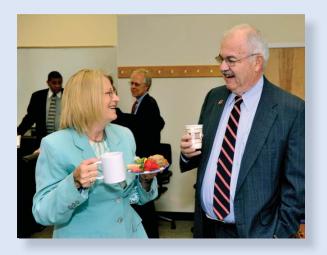
Faculty & Staff

Areas of Expertise

DAU faculty members possess expertise in many different acquisition functional areas. Recruited from the military, other government agencies, and industry, DAU's faculty and staff have the skills and talents to impact the Defense Acquisition Workforce. They have the ability to leverage their extensive backgrounds to develop and deliver meaningful learning assets that are relevant for the workforce.

The faculty's areas of expertise are:

- Acquisition and Program Management—37%
- Contracting—27%
- Engineering—15%
- Logistics—9%
- · Business-8%
- Other-4%



Professional Development

DAU hires the best and brightest employees to meet the evolving needs of the Defense Acquisition Workforce. As technology advances and policies are re-written, training must continually evolve. DAU's professional development program ensures that the faculty and staff will be on the cutting edge and able to effectively deliver the best possible learning assets to the workforce. DAU encourages its employees to leverage external development opportunities as well as participate in their own internal development events.

DAU currently administers programs aimed at several levels within the organization, including senior leadership, associate deans and deputy directors, and mid-level managers. DAU has also developed programs for emerging leaders, customer service, new supervisors, and core competencies.

These programs prepare DAU employees for future workplace needs and build a qualified base aimed at tackling any future challenges.





Bob Daugherty Dean



Siobhan Tack Associate Dean (AA)



Bob Spangler Associate Dean (O/MA)



AMC
CECOM
DCMA
DLA
DTRA
Hanscom AFB
ESC
MARCORSYSCOM
NGA
TRICARE

Capital and Northeast Region Fort Belvoir, Virginia

"The Capital and Northeast Region experienced another banner year in supporting the Defense Acquisition Workforce community and federal government customer base. We continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach, touching over 38,000 customers directly. The year 2009 saw the establishment of the Senior Service College Fellowship program at Aberdeen Proving Ground; the development and deployment of a revolutionary immersive simulation capability to better assist the workforce and our major programs, the intact team training simulation; and the establishment of a new focus on targeted assistance to our major defense acquisition programs with the critical issues that affect their performance. We continued to expand critically needed efforts like contracting officer's representative training, consulting, and technological innovation. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, is indicative of the continued efforts of the CNE team to provide the acquisition community with the knowledge and skills to improve the success of acquisition programs."

Bob Daugherty









Scott Ilg Associate Dean (AA)



Duane Mallicoat Associate Dean (O/MA)



Sandie Raley Director of Operations



Mid-Atlantic Region California, Maryland

"DAU Mid-Atlantic Region continued its expansion of both capability and value-added support for our regional customer base. MDAP engagements took center stage as the region supported mission assistance events with Joint Precision Approach and Landing System, Broad Area Maritime Surveillance, CH-53K-Heavy Lift Helicopter, and Joint Allied Threat Awareness System. These efforts featured program startup workshops, leadership workshops, and climate surveys to enhance program office team effectiveness. The region continued to grow its ThinkTank capability, which serves as an enabling tool for future use in multiple mission assistance areas. The region strengthened its relationship with the NAVAIR Systems Command, Aviation PEOs, and NSWC Dahlgren Division through a series of knowledge sharing events. Efforts included presentations and discussion panels related to the recent DoD Instruction 5000.02, Weapon Systems Acquisition Reform Act of 2009, and Joint Capabilities Integration and Development System changes. Faculty leveraged technology to provide a conduit of informative topics supporting the NAVAIR Program Management Community Tool Web site. During FY09, we continued our partnerships in curriculum development, working



with NAVAIR to develop a Logistics Management for Software course. In addition, our NATO purchasing and contracting partnership resulted in the delivery of distance learning contracting courses hosted by the NATO School House in Oberammergau, Germany.

It was another growth year for local partnerships within the community, highlighted by support of the Academy of Finance, Lettie Marshall Dent Elementary School, and coordination of the 2nd annual Navy-Marine Corps Relief Golf Tournament. The region's goal is to add value in support of our stakeholders' myriad of program management challenges. This goal is achieved through the continual improvement of a process-based approach that ensures our faculty effectively replicates positive results in mission assistance and targeted training events. We also remain committed to the development of our people and will continue providing professional development opportunities to enable the positive relationships and support for our customers."

- Barb Smith



Jim McCullough Dean



Marshall Eubanks Associate Dean (AA)



Richard Gallman Associate Dean (O/MA)



Gary Byrum
Director of Operations



South Region Huntsville, Alabama

"In FY09, South Region had a remarkable year of performance and accomplishment of our faculty and staff. Our continued commitment to provide premier training and responsive, practical support to the Defense Acquisition Workforce is evidenced by our significant increase in delivered classes, expanded mission assistance efforts, and enhanced leadership development opportunities ... all with exceptional levels of customer satisfaction. We taught over 400 courses with over 40,000 graduates. This represented an over-30 percent increase from the previous year. We had over 100 mission assistance engagements, including direct major defense acquisition program engagements; support to the warfighter both pre-deployment and in theater; expanding the Senior Service College Fellowship to Aberdeen Proving Ground; allowing Detroit and



Huntsville to collaborate across all three major Army acquisition centers; and our participation in regional e-learning communities by establishing a Tennessee Valley e-learning consortia with industry, government, and local universities sharing best practices. We went beyond the mission and provided our community support for programs from Wounded Warriors, to WWII Veteran Honor Flights to their memorial in the nation's capital, to our fellows engaging in Habitat for Humanity. These efforts embody the motto, 'DAU is part of the community, not just a place to take classes."

- Jim McCullough



Travis Stewart Dean



Carl Hayden Associate Dean (AA)



Vishnu Nevrekar Associate Dean (O/MA)



Barry Roland Director of Operations



Midwest Region Kettering, Ohio

"DAU Midwest Region's keywords for FY09 were 'growth' and 'expansion.' Our outstanding faculty and staff once again provided responsive support and training to more than 20,000 members of the Defense Acquisition Workforce within our region, resulting in an increase of 25 percent of classroom and online training course graduates from FY08. Our outstanding instructors not only delivered superior performance in the classroom, they also provided top-notch support to our customers through curriculum development, research, and mission assistance efforts such as the Omnibus Acquisition Course for Taiwan, Joint Light Tactical Vehicle program startup workshops, and rapid-deployment training for the DoDI 5000.02 revision. The DoD Acquisition Insight Days Conference expanded in size and scope, bringing more than 700 attendees the latest acquisition information as well as briefings from more than 14 senior DoD leaders, including the Air Force chief of staff and commander, U.S. Transportation Command. We delivered the second year of the Senior Service College Fellowship Program and commenced its third, bringing Air Force fellows into the program for the first time. The very first regional offering of the Program Manager's Course (PMT 401) was offered in the Midwest Region this year. We grew physically as well, expanding the Kettering campus,



welcoming the DAU Rock Island satellite site into the Midwest Region, and building the brand new Sterling Heights, Michigan, satellite site to serve U.S. Army Tank-Automotive and Armament Command Life Cycle Management Command and other customers at the Detroit Arsenal and throughout the region."

Travis Stewart



Andy Zaleski Dean



Hank DeVries Associate Dean (AA)



Rob Tremaine Associate Dean (O/MA)



Steve Nelson Director of Operations



West Region San Diego, California

"The West Region, with its highly professional and experienced faculty and staff, continued its tremendous support to the Defense Acquisition Workforce. The region once again graduated an all-time high number of learners (41,770), a 39 percent increase over the previous year. Mission assistance (executive coaching, independent program assessments, program startup workshops, etc.) to the major defense acquisition



programs continued to grow, while providing many of our key customers with the knowledge and skills to improve the success of their acquisition programs. Support to space acquisition continued to evolve, with the development of a new community of practice. The region's FY09 accomplishments contributed greatly to DAU's mission."

- Andy Zaleski







Anthony Romano Associate Dean (O/MA)



Joni Forman Associate Dean (A/LAM) Associate Dean (A/ET)



Pat Wills



Janet Vincent **Director of Operations**

DSMC—School of Program Managers Fort Belvoir, Virginia

"In FY09, the Defense Systems Management College (DSMC) expanded the footprint of DAU's Program Manager's Course (PMT 401) into the Midwest Region. DSMC also positioned itself, through a major reorganization and increase in staffing, to be able to offer more courses in FY10 and to improve the quality of the program management, international, and requirements management curricula. Our faculty also increased the number of mission assistance efforts to major defense acquisition programs as well as tailored training and outreach to flag officers and senior executives. FY09 also saw a 10-fold increase in DSMC research and the number of professional articles contributed to DAU and external publications."

- Roy Wood, PhD





Corporate Social Responsibility

DAU is more than a place for the workforce to attend classes and share learning assets. DAU's personnel are stewards to the community, freely giving their time and resources. Beyond teaching ethics in the classroom, DAU acts as a model to the workforce for social responsibility. DAU runs many programs where local communities directly benefit. The following are just some of the areas where DAU has impacted the local community.



Toys for Tots

The Marine Corps Reserves collects new, unwrapped toys during the months of October, November, and December each year and distributes those toys to needy children in the community. DAU faculty and staff were able to collect over 200 toys, which serves as a message of hope to less fortunate children throughout the United States.

Combined Federal Campaign (CFC)

DAU is a community of compassionate individuals. Through the generosity of our employees, we were able to exceed our goal of \$20,000 for the CFC program. The program at DAU collected more than double the original goal. Our employees understand that in the end, it's not about meeting goals; it's about where the donations go.

DAU Renews Bryant Partnership

DAU Operations Director Dave Scibetta and Jan McKee, principal of Bryant Alternative High School (BAHS), located in Alexandria, Virginia, renewed the DAU-BAHS partnership program September 29, 2009, in a signing ceremony at the Fort Belvoir Officer's Club.

The partnership, which began in 1994, allows the university to provide career development presentations to BAHS students, donate computer equipment to the school, and conduct fundraisers and food drives. Perhaps most important, it allows students to work at the university as part-time, summer, or co-op (cooperative education) employees. Teachers at BAHS have encouraged their students to work at DAU as a way to develop workplace skills.



Heroes Week for Wounded Warriors

Army and Marine Corps wounded warriors arrived in Huntsville, Alabama, for a week of recognition and appreciation for their service. The warriors were treated to several events, including the U.S. Marine Corps Ball, a fishing tournament, a sunset cruise, and job assistance and transition workshops. The participants expressed that they had never experienced such unconditional outpouring of hospitality and gratitude.



Fifteen members of the DAU family donated time in order to support Heroes Week. They provided photography, transportation, meal support, and administrative and Web site support. But most important, they showed gratitude to these amazing young men and women.

DAUAA Mid-Atlantic Chapter Sponsors School Recycling Program

Members of the Mid-Atlantic DAU Alumni Association chapter attended a school assembly April 30, 2009, at Lettie Marshall Dent Elementary School in Mechanicsville, Maryland, to show their support of the school's recycling program. The chapter presented Kathy Myers, the school's Green School Project lead, and her two student recycling leaders a check for \$180 to purchase a set of bins needed for the school's recycling program. Obtaining the bins is one of the last actions required for Lettie Marshall Dent to formally become a Maryland Green School. The affiliation of the school and the chapter began a year ago when Duane Mallicoat, professor of acquisition management, had the opportunity to serve as the principal for the day at the school.

DAU Fort Belvoir "Warms Up to Giving" in OPM-Sponsored Food Drive

The Office of Personnel Management sponsored a summer food drive in the Washington, D.C., metropolitan area. The aim of the drive was to encourage federal employees to bring nonperishable food items to their offices for distribution to local food banks. With the economic crisis. demands on food banks have been increasing while contributions have been simultaneously decreasing. Lynn Cheek, Tina Richards, and Abrar Zaki stepped up to the challenge and hosted the food drive. DAU Fort Belvoir employees opened their hearts and donated 637 pounds of food towards the D.C. National Capital Region's total of 370,000 pounds collected. Food items were donated to the Capital Area Food Bank, which serves organizations in the District of Columbia, Virginia, and Maryland.



Recognition

Corporate Team Awards

Goal 1—(Mission) Provide a fully integrated learning environment in concert with other talent management initiatives to engage the learner at the point of need

CON 217 (Cost Analysis and Negotiation Techniques) Team



Renee Butler (Lead) Cheryl Berninghaus Karen Blackford Wayne Bonomo Sabrina Christian Ernest Evans David Lewis Leonardo Manning* Aleta Wall Robert Williams

Intact Team Training Initiative Team



Robert Spangler (Lead) Matthew Bampton Robert Daugherty Alvin Lee* Dr. Alicia Sanchez

PMT 401 (Program Manager's Course) Team



Darrell Van Hutten (Lead)*
Dr. Robert Bohls
Claude Bolton
Brian Brodfuehrer
Jim Carter
Jack Coyne
COL Craig DeDecker, USA
Bobbie DeLeon
Dr. Ron Fox
Stephanie France
Dr. Owen Gadeken
Michaela Gilliam

Bob Hergenroeder Col Sean Herr, USAF Dave Hofstadter Ronald Joseph Jan Kinner George Krikorian Mike Monis Steve Monks Vishnu Nevrekar Adria Odom Bill Parker Scott Reynolds

Tony Romano Mike Ryan Jeff Schmidt Dr. Richard Shipe Harry Snodgrass Bob Steele Bettina Thomas Joe Thumser Stephanie Voltz Diane Williams Pam Wynne

Goal 2—(Infrastructure) Continuously improve our mission/support processes and management

Learning Asset Management Program Team



Pamela Gouldsberry (Lead)*
Albert Barnes
Sharon Boyd
James Childress
Robert Faulk
Joni Forman
Jill Garcia
Sharon Jackson
Michael Lacroix
Michael Lambert

Lawrence Leggett Mark Lumb Dr. Craig Lush George Prosnik Barbara Smith MSG Roy Stiles, USA Siobhan Tack Joseph Williams

* Pictured

Goal 3—(Transformation) Support transformation in acquisition, technology, and logistics through thought leadership, innovation, and workforce support

Taiwan Acquisition Management Training Mission Assistance Team



Michelle Bailey Ellen Barber Howard Birkholz Ron Burroughs Jack Cain Brian Canino Bob Cartwright Jim Childress Kevin Corcoran Bill Conway Joe Cooke Jack Coyne

Duane "DT" Tripp (Lead)* Maj Kevin Crocco, USAF Phillip Deaton Mike Denny LtCol Marc DiCocco, USAF Richard Dilorenzo Dan Dupree Ed Eden Marty Falk Chris Fry John Gage Dr. Jay Gould **Bob Gustavus** Lois Harper

John Heinbuch John Kelley Bill Lankford John Larson Philip Littrell Mark Lumb Joe Moschler Candice Murray Dean Newman Ken Nicholas **Curtis Norris** Adrienne Rexroad Mike Roche

LtCol Seth Shepherd, USAF Marty Sherman Dave Swinney Robert Tremaine Mark Unger Kevin Wedmark Jim Weitzner Pat Wills Brian Yoo Dwayne Young Bill Zimmerman

Senior Service College Fellowship Team



James Oman (Lead)* Parker Bennett Justine Davis Pat Gosh Tim Hamm Alberta Ladymon **Brad Mullett** Dr. David Newberry Robert Spangler Rich Vigue

Goal 4—(People) Ensure DAU is a great place to work by providing an environment valuing achievement, growth, diversity, and career-long learning to enhance job performance

On-Boarding Team



Tina Richards (Lead) Daisy Banks Kathie Bartz Jeffrey Birch Gloria Blackshear* Sharon Boyd Lynn Cheek Justine Davis Jill Garzone Pat Gosh

Henry Hamilton Jonathan Higgins Kendra Hockaday **Beverly Hopkins** Hans Jerrell CAPT Douglas Killey, USN Margot Lynn Steve Nelson Roberto Reyes Jill Saldana

Thomas Savino Ceary Shepard Lisa Smith Pattie Spruill Shereecia Stancil Siobhan Tack Sherri Taillie

Goal 5—(Customers) Listen to and learn from our customers and stakeholders to exceed their expectations

DoD Acquisition Insight Days Planning Team



Capt Robert Buchanan, USAF (Co-Lead) Bernadette Crumb (Co-Lead)* Robin Adams Susan Shirey Jeffrey Tkach

* Pictured

Recognition

Individual Awards

Congratulations to the following recipients of our individual awards in the DAU Corporate Recognition Awards program:

Ask-A-Professor



Dr. Douglas Goetz



Suzy Redd

Curriculum Development



Steven Malashevitz

Customer Service



Susie Wallace

Mission Assistance



Michael McGhee



Kimberly Meyer



Darlene Urquhart

Outstanding Media



Randy Long

Knowledge Sharing



Stephen Skotte Alvin Lee Dr. Ray Ward

DAU President's Medal



Marty Sherman

DAU Achievement Medals



Mike Gonzales



Bethany Skertic

SAF/AQC Coin Presentation



Dr. Ray Ward

Individual Awards

Staff Person of the Year



Kathie Bartz



Chris Black



Kristen Russell



Dwayne Young

Enlisted Person of the Year



IC2 Robert Gordon, USN

Teaching Band A



Gilbert Torres

Teaching Band B



Michael Lacroix



Thomas Simcik

Teaching Band C



Roberta Tomasini

Recognition

Hall of Fame



Mr. Kenneth J. Krieg

As Under Secretary of Defense (AT&L), Mr. Krieg aggressively championed workforce training as essential to developing skills vital to enhancing acquisition outcomes. He deployed the first AT&L human capital strategic plan to create a high-performing, agile, and ethical workforce. He embodied the concept of "leader as teacher" through his extensive participation in DAU classes and conferences, and his strategic direction was critical to DAU achieving international recognition as a premier training organization.



Mr. James L. Sanford

As a Board of Visitors member, Mr. Sanford provided invaluable organizational management and training advice to the Under Secretary of Defense (AT&L) and the DAU president, and also promoted responsible stewardship and sound business practices. He strengthened ties between DAU and defense industry, resulting in DAU's first major industry strategic partnership and the enrichment of the learning experience through the participation of thousands of industry students in DAU courses.



Mr. Richard A. "Brett" Andrews

In his more than 20 years as a DAU professor, department chair, and deputy dean, Mr. Andrews displayed exemplary dedication to teaching, curricula development, and mission assistance to field organizations. He established himself as an internationally recognized logistics subject matter expert, sharing information through online resources and research articles. Respected by faculty and students alike, this DAU teacher, leader, and mentor helped shape future generations of DoD logisticians.



MSgt. Stephen Elias, USAF (Ret)

MSgt. Elias revolutionized DAU video support to the acquisition workforce by developing a nonlinear editing capability to responsively deploy professional-quality videos. His leadership and commitment to customer service ensured the success of over 30 conferences attended by more than 10,000 acquisition personnel. By dedicating extensive off-duty time to the DAU-Bryant School partnership, he greatly enhanced Bryant academic programs and served as a role model to disadvantaged youth.

DAU Recognized

Defense AT&L Magazine Wins Silver Inkwell Award

DAU's *Defense AT&L* magazine received the International Association of Business Communicators (IABC) Silver Inkwell Excellence in Communications Award. The magazine was judged by senior communicators in the Washington, D.C., area and won in the category of Government/Military Communications. At the awards ceremony, the presenter discussed the judges' awe at how much the magazine staff members are able to do with only two staff members and varying levels of contractor support. Over the past year, the look and feel of the magazine was completely redesigned, converting to full color and displaying new layout techniques. The magazine has implemented outreach efforts, including developing a reader survey, establishing Meet-the-Author events, and ensuring magazine staff attendance at major acquisition conferences. The award is a reflection of the magazine's overall efforts to serve as an effective communications and learning tool for the acquisition workforce.



DAU Wins Two Chief Learning Officer Awards

DAU was recognized for excellence in learning and development by Chief Learning Officer magazine. On September 29, 2009, DAU was presented with two awards during the Chief Learning Officer Symposium in Colorado Springs, Colorado. The Global Learning and Technology Center (GLTC) received the Learning Team Award. This award recognizes highperformance teams that implemented learning best practices and programs on a global scale. The DAU GLTC team was recognized for its unique seamless integration of both formal and informal learning programs. The second award presented to DAU was the Vanguard Award. DAU earned this award by effectively leveraging games and simulations to improve learning assets. These interactive learning tools are having a significant impact on the quality of the Defense Acquisition Workforce's learning experiences. The awards are peer-reviewed and judged by learning executives from the public and private sectors. Selection is highly competitive and prestigious—they recognize only the very best learning leaders and organizations from around the globe.



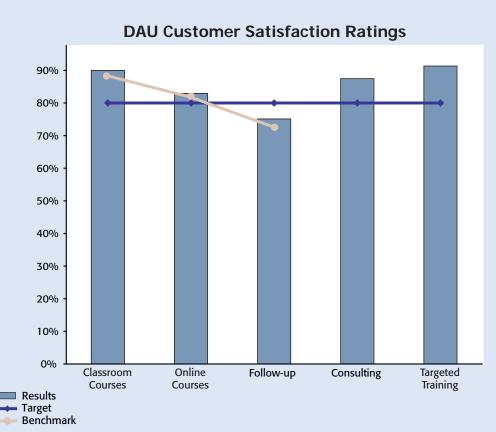
Customer Satisfaction

Ratings

For any organization to succeed, it must positively impact its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major defense acquisition programs, from individual workforce members to intact acquisition teams— DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-ofcourse survey program Metrics that Matter, a Webbased learning evaluation system with an extensive database of performance benchmarks, to collect survey data from students and customers. DAU evaluates customer satisfaction based on the 4-level Kirkpatrick training assessment model and uses the seven-point Likert scale. Students are provided a link to the survey at the end of each course, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly and improvements are made in DAU's products and services based on these evaluations.

In FY09:

- 35,662 surveys were completed by students on DAU's classroom courses; the average rating was 6.33 (or 90 percent). This exceeded DAU's target of 80 percent by 10 percent and is 1 percent above the Metrics That Matter corporate benchmark of 89 percent.
- 117,424 surveys were completed by online students; the average rating was 5.79 (or 83 percent). This exceeded DAU's target of 80 percent by 3 percent and is 1 percent above the Metrics That Matter corporate benchmark of 82 percent.
- 39,538 follow-up surveys were completed; the average rating was 5.25 (or 75 percent). This fell short of DAU's target of 80 percent by 5 percent but is 3 percent above the Metrics That Matter corporate benchmark of 72 percent.



















Corporate University Leader of the Year, 2002, 2006 Chief Learning Officer of the Year, 2004

You have made a significant impact on DAU and the Defense Acquisition Workforce



Defense Acquisition University 9820 Belvoir Road Fort Belvoir, Virginia 22060-5565

DAU Locations:



West Region San Diego, California (619) 524-4800



Midwest Region Kettering, Ohio (937) 781-1025



South Region Huntsville, Alabama (256) 922-8701



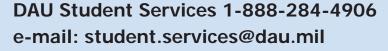
Mid-Atlantic Region California, Maryland (240) 895-7344



Capital and Northeast Region Fort Belvoir, Virginia (703) 805-2764



DSMC—School of Program Managers Fort Belvoir, Virginia (703) 805-2436



For more information on the Defense Acquisition University Call 1-888-284-4906 or visit the DAU Web site at www.dau.mil



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